# DOCUMENT RESUME

ED 127 901 HE 008 219

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| TITLE | Faculty Handbook, Concord College. |
| INSTITUTION | Concord Coll., Athens, W. Va. |
| PUB DATE | Jul 76 |
| NOTE | 72p. |
| EDRS PRICE | MF-$0.83 HC-$3.50 Plus Postage. |
| DESCRIPTORS | *Administrative Organization; College Environment; *College Faculty; Fringe Benefits; *Governance; *Higher Education; Instructional Staff; Job Tenure; *Personnel Policy; Salaries; Teacher Responsibility |
| IDENTIFIERS | *Concord College; *Faculty Handbooks |

ABSTRACT

This handbook provides information concerning appointments, salaries, fringe benefits, and privileges, as well as duties and responsibilities of the faculty and other matters of faculty interest at Concord College. In addition to the Faculty Constitution, appropriate regulations of the West Virginia Board of Regents and derivative academic and administrative policies of the college are included. (LBH)

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## FACULTY HANDBOOK

CONCORD COLLEGE
Athens, West Virginia

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U.S. DEPARTMENT OF HEALTH,
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Office of the Vice President
and Academic Dean
/ne - July, 1976

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# PART I - INTRODUCTION

A. Purpose of Handbook

B. A Statement of Concord's Educational Philosophy and Goals

# PART I - INTRODUCTION

## A. Purpose of Handbook

The purpose of this Handbook is to provide information concerning appointments, salaries, fringe benefits, and privileges; duties and responsibilities of the faculty; and other matters of faculty interest at Concord College. In additon to the Faculty Constitution, appropriate regulations of the West Virginia Board of Regents and derivative academic and administrative policies of the College are included.

By accepting a faculty appointment at Concord College, each individual agrees to accept the regulations and policies contained in this Handbook. In case of disagreements, such matters should be brought before the appropriate faculty committee or council, or the entire faculty, for consideration.

Please bring any errors, omissions, or suggestions for improvement of this Handbook to the attention of the Vice President and Academic Dean's Office (A-210).

## B. A Statement of Concord's Educational Philosophy and Goals

### Philosophy:

In a democratic society which seriously professes the ideals of freedom, a college education should be directed toward the individual's needs and interests. It should enhance his personal worth, his potential for functioning successfully in society, and his ability to benefit mankind.

Traditionally, an undergraduate college has offered programs designed either to equip students with general knowledge in a certain area, or to prepare them for a career or graduate study. These programs should be continued whenever the resources of the college and the demand for the programs permit.

But a college should not be limited to these traditional programs, nor to the traditional college-age student. Instead, a particular program should be offered when: a substantial need exists in the community the college serves; this need is not already being met by some other institution in that community; and, the college has or can acquire the resources to meet it.

In keeping with this philosophy, Concord College is not only committed to developing the student academically, intellectually, personally, and socially, but also to preparing him for a career. The College is also committed to serving the public in a variety of ways.

In support of these objectives, the College seeks to provide the type of institutional setting most conducive to educational and scholarly pursuits. This effort involves the establishment of sound and effective operational policies for the institution and the maintenance of an atmosphere of innovation and imagination in the areas of instruction and curriculum. Finally, the institution recognizes its ultimate responsibility, in all of its undertakings, to the citizens of West Virginia.

Goals:

## Student Academic and Intellectual Development

This goal has to do with the effective acquisition of general and specialized knowledge and the establishment of a positive attitude toward learning and intellectual activity.

1. Provide the opportunity for every student who is admitted to earn the degree he seeks.
2. Provide help through special courses in academic areas and tutoring for students who meet admission requirements but have academic deficiencies.
3. Ensure that students acquire a basic knowledge in the humanities, social sciences, and natural sciences.
4. Help students acquire depth of knowledge in at least one academic discipline.
5. Familiarize students with the methods of research and problem solving.
6. Develop the ability to synthesize knowledge from many sources.
7. Hold students throughout the institution to high standards of intellectual performance.
8. Prepare students for advanced academic work.
9. Instill in the student a commitment to lifelong learning.
10. Increase the desire for and ability to undertake self-directed learning.

## Student Personal and Social Development

This goal concerns identification of personal goals by the student, enhancement of the student's self worth and self confidence, development of respect for diverse cultures, and encouragement of active student appreciation of the arts.

1. Help the student identify and develop his personal goals and provide him the means to achieve these goals.
2. Aid the student in expanding his capacity for open and honest interpersonal relationships.
3. Help the student cultivate well-formed concepts of self worth and self confidence.
4. Assist students in acquiring deeper levels of understanding of themselves and others.
5. Provide students with the knowledge, attitudes, skills, values, and tastes needed by all people to be effective in the conduct of their personal and professional lives.

6. Generate respect for ethnic, racial, social, and religious differences by enabling students to meet, work, study, and live with persons of diverse backgrounds.
7. Encourage students to show compassion for those in the college who differ from them and to carry this kind of compassion with them wherever they go.
8. Develop and provide students with an appreciation of the cultural heritage of world civilization.
9. Produce in students a basic understanding and appreciation of the visual and performing arts, including West Virginia's own creative mountain heritage, and provide the means for further personal development in this area, where desired.

## Student Career Preparation

This goal emphasizes the offering of assistance to students in career planning, development of new programs in occupational curriculums in emerging career fields, and exposure to practical educational experiences through such means as internships and cooperative education projects.

1. Prepare students to be employable in their chosen fields of endeavor through counseling and career development.
2. Augment existing programs involving internships, student teaching, cooperative education projects, workshops, and vocational experiences.
3. Develop and implement bold new programs to meet changing career needs.

## Service to the Public

This goal means being responsive to regional business and community needs by providing educational and other services, where required.

1. Provide credit and non-credit courses for adults, high school juniors and seniors, and others who need or desire to pursue personal interests, or to improve and upgrade knowledge and skills utilized in their present jobs or professions.
2. Provide campus and community workshops and seminars for businesses and public organizations in need of such services.
3. Provide consultative services and technical assistance as needed on individual, business, and community problems.
4. Serve as a resource center for information on new developments in science, literature, the arts, finances, and other matters of interest and concern to citizens in the regions served by the college.
5. Provide the greatest possible public access to and use of college facilities.

## Institutional Environment

This goal has to do with the creation of an effective and responsive system of campus governance, a strong faculty commitment to institutional goals, and an atmosphere of free and open inquiry in academic and other matters.

1. Maintain a climate of mutual trust and respect among students, faculty, and administrators.
2. Maintain open and candid communications throughout the organization.
3. Develop means whereby differences of opinion can be aired openly and amicably.
4. Foster and maintain a climate in which the commitment of faculty to the goals of the college is as strong as their commitment to their own careers.
5. Create a system of campus governance genuinely responsive to the legitimate concerns of all constituencies.
6. Assure that everyone may participate or be represented in the making of decisions that affect them.
7. Foster and develop a creative atmosphere in which the faculty and students are free to explore all facets of a given subject in the classroom.
8. Ensure that students are free to hear speakers with all points of view.
9. Encourage all members of the Concord College community to fulfill their obligations of citizenship by participating in the democratic process.
10. Create an atmosphere favorable to the growth of student maturity by permitting the greatest possible freedom consistent with the rights of others and with responsibility to the college community.

## Instructional and Curricular Development

This goal concerns establishing procedures for readily initiating instructional and curricular innovations and for reinforcing academic teaching through off-campus learning experiences.

1. Develop and sponsor new programs and techniques for initiating curricular and instructional innovation of benefit to students and graduates.
2. Foster and encourage students to participate in a full range of off-campus learning experiences which provide opportunities for practical experiences that reinforce undergraduate academic teaching such as cooperative education internships, work-study, and overseas travel

## Public Accountability

This goal recognizes that the college is a public institution responsible to those who support it and those whose task it is to promote and maintain quality education in the State.

1. Recognize the college's accountability to the West Virginia taxpayers, the Board of Regents, the State Board of Education, and other certification agencies in the administration of programs and the expenditure of funds.
2. Develop methods to conserve resources and keep costs low while maintaining quality programs and services.
3. Apply financial analysis techniques in deciding upon the most efficient and effective of program alternatives.
4. Encourage and promote a high level of professional integrity among faculty and staff to insure the college is managed effectively in attaining the goals of the college.
5. Establish and implement a continuous study to determine the success of graduates, and a method of evaluation for use in the improvement of programs.

## PART II - GOVERNANCE OF THE COLLEGE

A. The Governing Board

B. The College Advisory Board

C. The Faculty

Constitution of the Faculty of Concord College

D. Administrative Officers

E. Councils and Committees

F. Concord's Representative to the Board of Regents' Advisory Council of Faculty

# PART II - GOVERNANCE OF THE COLLEGE

## A. The Governing Board

Together with the other State-supported colleges and universities in West Virginia, Concord College is under the direction of the West Virginia Board of Regents. The Board of Regents was established on July 1, 1969, and consists of nine members appointed by the Governor of the State of West Virginia for six years, plus the State Superintendent of Schools, *ex officio* and non-voting. Consideration is given to balancing both geographic location of the residence in the State and political party affiliation of the appointees. The Legislative Act creating the Board of Regents assigns to the Board responsibility for the general determination, control, supervision, and management of the financial, business, and educational policies and affairs of all State colleges and universities.

The Chancellor of the Board of Regents and his staff of professional and other employees assist the Board in the performance of its duties and responsibilities. The President of the College is the chief administrative and executive officer of the College, and his term is at the pleasure of the Board.

## B. The College Advisory Board

To serve as advisors and consultants to the President, the College has a seven-member Advisory Board. Members of the Advisory Board are appointed for seven-year terms by the Board of Regents upon nomination by the President of the College.

## C. The Faculty

The Faculty of Concord College is the agency responsible for academic matters, including the development and implementation of educational research and service programs. Its membership, functions, responsibilities, and prerogatives are defined in the Constitution for the Faculty of Concord College, which follows.

# Constitution of the Faculty of Concord College

Preamble. The Faculty of Concord College, as the agency reponsible for academic matters and the maintenance of high professional standards among its members, adopts the following plan for the government of the Faculty in order to facilitate the effective operation of the College in keeping with its stated purposes. In doing so, the Faculty recognizes the West Virginia Board of Regents as the ultimate authority, under law, and the President of Concord College as the local officer of final responsibility to the Board.

Article I. Name. The name of this organization is the Faculty of Concord College.

Article II. Membership. Faculty members include all persons appointed by the West Virginia Board of Regents to teaching positions, including persons holding appointments with tenure currently serving the College in a non-teaching capacity, professional librarians, and administrators directly concerned with academic affairs (the President, the Dean of the Faculty, the Registrar, the Assistant Registrar, all the professional members of the Student Personnel Staff, the Director of Computing Services, the Director of Admissions, and the Director of Upward Bound. Professors Emeriti are non-voting members of the Faculty, and may attend meetings and participate in the discussion of all matters.

## Article III. Functions and Responsibilities.

Section 1. The Faculty. The Faculty conducts plenary meetings at stated intervals. It recommends the standards of admission to and conditions of graduation from the College. It also recommends students for degrees. The Faculty, in co-operation with the Dean of the Faculty, is responsible for the conduct of its instructional, research, and service programs. As a consequence, it recommends courses of study, makes periodic reviews of the existing curriculum, and recommends whatever changes are necessary to meet the changing needs of the student body. Moreover, the Faculty is responsible for recommending standards of student conduct, for taking note of violations, and for observing the disciplinary measures imposed. It establishes and determines the duties of such standing councils as it considers advisable, or as the President directs. By a vote of two-thirds of its membership, it may recommend to the President candidates for honorary degrees. It may, moreover, conduct a general review of decisions of Faculty councils and of administrative officers that affect the general Faculty upon majority vote by the Faculty in plenary session. Finally, in disapproving a Faculty recommendation, the President gives written notification to the Faculty of his objections.

Section 2. Department and Division Chairmen. The Department or Division Chairman, viewed in his administrative capacity rather than as a member of the Faculty as defined in Article II of this Constitution, accepts the responsibility and the authority of directing the instructional program of his department or division in cooperation with the Dean of the Faculty. Consistent with overall policy and in consultation with the appropriate administrative officers, the Chairman has the responsibility for recommending the employment, advancement, and dismissal of staff; for recommending the programs and plans of the department or division; for informing the public of the work of his area of education; and for encouraging the professional growth and development of his staff.

Divisional and Departmental Chairpersons will be nominated and elected by the divisional or departmental faculty, elections to be by secret ballot and majority vote of all the full-time faculty of that division or department. In the event of the inability of the faculty to break a tie, both names may be submitted to the Academic Vice President, with the choice falling to his discretion. After selection by the Divisional or Departmental faculty (assuming no tie vote), the Divisional or Departmental choice will be submitted to the Academic Vice President for formal appointment. In the case of the Department Chairperson the choice of the Department faculty shall be submitted to the Academic Vice President together with the recommendation of the Division Chairperson. The recommendation of the Division Chairperson shall be communicated to the Departmental faculty. Should the Academic Vice President decline to make the appointment requested by the Division or Department, the reasons for this failure to appoint should be provided the full Division or Department through meeting or memo.

The Division or Department may appeal the rejection decision to the President. If the President sustains the Academic Vice President's decision, the Division or Department will be entitled to hold another election, and proceed again as above.

Roberts Rules of Order shall apply to all meetings stemming from this motion.

The term of office of the Divisional or Departmental Chairperson will be three years. Prior to the expiration of this term, another nomination and election will be held. Election will be by secret and majority ballot. The chairperson is eligible for re-election.

The election for chairperson will be held not less than one month or more than two months prior to the end of the spring semester of the election year. The incumbent chairperson will be responsible for calling the election meeting. The results of any election of a Chairperson within a Division will be submitted to the Academic Vice President by the Divisional Chairperson.

The term of office of the elected chairpersons will begin on the first day of the fall semester following his or her election. The term of office of the previous chairperson will end on the previous day.

Roberts Rules of Order shall apply to all meetings stemming from this motion.

Should 1/3 of the full-time faculty of a division or department feel that the current chairperson no longer properly represents the division's or department's interest, they will inform the Chairperson and Academic Vice President of their intention to call a divisional or departmental meeting of all full-time faculty, with the exception of the current chairperson, for the purpose of taking a vote of "confidence" in the Chairperson. Such a vote shall be by secret ballot, and the results shall be reported to the chairperson and the Academic Vice President. If the vote of "confidence" is approved by a majority of the Divisional and Departmental faculty, the chairpersons will retain the office. If the vote of "confidence" does not receive the approval of the majority, it shall be deemed a vote of "no confidence," and the position of chairperson shall become vacant at the end of the contractual year in which the vote of "no confidence" is taken. An election will then be held for a replacement. Such replacement shall serve the remainder of the term of the former chairperson and his or her term of office as chairperson shall be subject to the same conditions as if originally elected. He or she is eligible to succeed himself or herself. Any chairperson may call for a vote of confidence at any time from his or her division or department.

Roberts Rules of Order shall apply to all meetings stemming from this motion.

Section 3. Administrative Officers. The functions and responsibilities of the Administration, viewed as officers of the College rather than as members of the Faculty as defined in Article II of this Constitution, are those determined by the West Virginia Board of Regents and stated in the Faculty Handbook.

Article IV. Officers. The Chairman, Vice-Chairman, Secretary, and Parliamentarian of the Faculty are elected by the Faculty annually.

The Chairman of the Faculty presides at Faculty meetings.

In his absence, the Vice-Chairman presides.

The Secretary of the Faculty maintains adequate minutes and publishes the same for distribution to each member of the Faculty. A complete file of the minutes of Faculty Meetings will be kept in the Concord College Library and will be **available** to all interested persons.

The Parliamentarian rules on questions of order.

Article V. Meetings.
Section 1. Unless circumstances require a change of date, the Faculty's five regular meetings are as follows:

(1) September, Second Thursday; (2) November, Second Thursday;
(3) February, First Thursday; (4) March, Third Thursday;
(5) April, Last Thursday.

The Chairman may call such other meetings of the Faculty as he deems proper; the Faculty may request, by petition of the majority of its membership, a special meeting.

Section 2. The presence of one-third of the Faculty, excluding members on leaves of absence or Professors Emeriti, is required to constitute a Quorum for the transaction of business at any meetings, and majority of the faculty members present and voting may decide on those matters brought to a vote.

Section 3. The rules of parliamentary procedure as found in Robert's Rules of Order Revised govern meetings of the Faculty in all cases to which they are applicable and in which they are not inconsistent with this Constitution.

Section 4. The presiding officer and the Secretary prepare an agenda for Faculty meetings and publish the same in advance for the information of all members.

To submit a proposal or motion to the Faculty for consideration or for action, any faculty member may place such proposal or motion on the agenda by delivering it in writing to the Chairman of the Faculty no later than noon on Friday six days before a regular Faculty meeting or thirty-six hours preceding special, called meeting. Any other proposal or motion which reaches the floor should be handed in writing to the Secretary in the form in which it is to appear in the minutes.

Section 5. Decisions of the Faculty arrived at by vote in a meeting of the Faculty are binding, and all members are required to adhere to the spirit and intent of such decisions.

Section 6. Except upon an invitation extended on behalf of the Faculty, no persons other than members may attend meetings of the Faculty.

## Article VI. Councils.

Section 1. The councils of the Faculty are set forth below. At his discretion the President may establish such ad hoc administrative committees as he considers apppropriate so long as they do not pre-empt the duties of the standing councils established in this Constitution. The standing councils of the Faculty may also appoint ad hoc committees, which committees must file records of their actions with the Secretary of the responsible council.

The Instructional Affairs Council is recognized as a permanent administrative committee composed of the Dean of the Faculty, as Chairman, and the various Department and Division Chairmen, as members of the Council. This Council's responsibilities and duties are those consistent with departmental and divisional activities.

The Chairman submits to the Faculty at its April meeting a list of nominees for the Academic Affairs Council and the Student Affairs Council, presented by an ad hoc nominating committee. The nominating committee, consisting of five members of the Faculty, shall be elected by the Faculty at its March meeting. On presentation in the

April meeting of the slates nominated by the nominating committee, the Faculty may submit additional names from the floor under normal parliamentary procedures. All full-time teaching Faculty are eligible for election, but none may serve on both the Academic Affairs Council and the Student Affairs Council at the same time.

All Councils must arrange for temporary substitutes for members who expect to be absent for a semester or during the summer.

Section 2. The Academic Affairs Council. The Academic Affairs Council consists of the Dean of the Faculty as Chairman, the Librarian, the Registrar, and nine members of the teaching faculty, at least one of whom is both in the Education Department and a member of the Teacher Education Committee. Three teaching Faculty members are elected each year for three-year terms. Additionally, two student members may be appointed each year by the Student Government Association.

The Council considers academic matters which concern the College as a whole, including the teacher education program and general College requirements concerning curriculum. When general curriculum matters affecting a particular department or division are discussed, that Department or Division Chairman is consulted. Specific curriculum matters are left to each department or division.

The Council entertains suggestions from individual Faculty members or other councils and committees concerning both the educational objectives of the College and Faculty affairs. All major policies formulated by the Council relevant to curriculum, educational objectives of the College, and Faculty affairs shall be subject to review of the Faculty, with the Faculty making the final recommendation to the President.

The Council must keep minutes, which must be presented to the Faculty in written form.

Section 3. The Student Affairs Council. The Student Affairs Council consists of the President, the Director of Student Affairs, the Director of Student Residential Life, the Coordinator of Residential Life Programs, the Director of Athletics, an Alumni Representative (named by the President), Faculty advisers to the Student Government, six elected teaching Faculty members (two of whom are elected each year for three-year terms), the President of the Student Government Association, the Vice-Chairman of the Student Government Association, the Chairman of the College Center Board, and two students elected at large from the Student Body. The Chairman and Vice-Chairman of the Council will be elected by the members of the Council from the Council. The Council, in turn, may select representatives to serve on such committees as it may establish. The Council concerns itself with such responsibilities as student organizations, financial aid to students, athletics, alumni matters, scholarships, the College Center Board, student housing, and student medical services.

The Council must keep minutes which record all actions taken, these minutes to be distributed to the Faculty and to such others as the Council may decide. Resolutions for policy change or implementation must be sent either to the President or to the Faculty at the discretion of the Student Affairs Council. When sent directly to the President, such recommendations shall be reported by the Student Affairs Council to the Faculty at the next Faculty meeting.

## Article VII. Standing Committees.

Section 1. Hearing Panel for Dismissal Cases. Each year, at its first business meeting, the Faculty with academic rank shall elect from among its number by secret vote, thirteen members and three alternates, representative of the various academic academic ranks of the College, who shall constitute a Hearing Panel, and shall be prepared to serve in a fair and impartial manner in hearing procedures provided for dismissed Faculty members by BOR Policy Bulletin No. 36. Departmental and Divisional chairmen shall be ineligible for membership. In the event of a vacancy in panel membership for any cause, the alternate having received the highest number of votes shall fill that vacancy.

Section 2. Grievance Committee. The Grievance Committee will consist of five tenured members of the teaching faculty, to serve for one year, elected by the Faculty by majority vote and by secret ballot. No administrative, divisional or departmental officer shall serve on the Committee.

If any Faculty member feels that he has cause for grievance in any matter other than dismissal proceedings--such matters as salaries, assignment of teaching duties, assignment of space or other facilities, claimed unjustified non-renewals, and propriety of conduct--he may petition the elected Faculty Grievance Committee for redress. The petition shall set forth in detail the nature of the grievance, and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to his case. The Committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The Committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the Committee such settlement is not possible or is not appropriate, the Committee will report its findings and recommendations to the petitioner, to the appropriate administrative officers, and if requested by either party, directly to the Faculty.

Section 3. College Budget Committee. The Committee on College Budget shall consist of three elected members serving overlapping three-year terms. It shall serve as the Faculty's body of experts on the College budget and Faculty compensation (including fringe benefits), advising the Faculty, and representing the Faculty in discussion with the College Administration.

ARTICLE VIII. Elections. Regular elections shall be by majority vote by secret ballot at the fifth regular meeting each year, with terms of office beginning at the conclusion of that meeting. Other elections shall be by majority vote by secret ballot and at appropriate times. Nominations may be made from the floor for any election.

ARTICLE IX. Amendment Procedure. Any amendment to this Constitution, when in conformity with the policies of the West Virginia Board of Regents, may be made by a simple two-thirds vote at any regular Faculty meeting, provided only that the proposed amendment shall have been circulated in writing among the Faculty on or before the previous regular meeting.

D. Administrative Officers

1. The President. Under the laws of the State of West Virginia and the policies and regulations of the West Virginia Board of Regents, the President is the chief administrative and executive officer of the College. It is his duty to see that the College is operated in conformity with the laws of the State and the policies of the Board. Subject to the authority of the Board, the President has the final responsibility for all decisions and their proper implementation. In carrying out his duties and responsibilities, it is expected that the President will seek the advice of councils, committees, administrative officers, and individual members of the faculty and staff, and that he will delegate certain responsibilities and duties, but he may revoke such delegated authority or act counter to the advice he receives whenever he deems it wise to do so. The President may attend any meeting of any council or subordinate body of the College and share in the deliberations thereof, but without vote unless he is a regular member of such council or subordinate body.

2. The Vice President and Academic Dean. The Vice President and Academic Dean is directly responsible to the President and, as the senior administrative officer of the College under the President, acts for him in his absence. As Academic Dean he supervises and coordinates the administration of the academic functions of the College. In this capacity he shall initiate, encourage, and review those activities which affect the curriculum, the scholarship, and the instruction of the College. He may attend any meeting of any council or subordinate body of the College and share in the deliberations thereof, but without vote unless he is made a regular member of such council or subordinate body.

The Vice President and Academic Dean has the responsibility for the direct supervision of all administrative officers and offices of the College as designated by the President. In addition, the Vice President and Academic Dean recommends to the President the employment, dismissal, and suspension of all personnel and supervises the evaluation of all College personnel. In general, the Vice President and Academic Dean is responsible for the day-to-day operation of the College.

3. The Business Manager. The Business Manager is the leadership position for administering and coordinating all the business and financial operations of the institution. In addition, the Business Manager is responsible for engineering and planning efforts for physical facilities on the Concord College Campus. All fiscal activity of the institution is processed through this office. The Business Manager is responsible for budgeting, accounting, purchasing, inventory, fiscal aspects of dormitories, housing, food services, as well as maintaining personnel records for all non-academic personnel and payrolls for all personnel. The Business Manager is responsible to the President.

4. The Director of Student Affairs. The Director of Student Affairs is responsible to the Vice President and Academic Dean and provides leadership, coordination, direction, and evaluation for the following program areas: residential life, College Center, student activities, counseling, guidance, testing, student development, student medical services, Upward Bound/Student Special Services, career development and placement, finacial aid, non-academic student discipline, new student orientation, and summer activities planning.

5. The Director of the Library and Media Services. The Director of the Library and Media Services is responsible to the Vice President and Academic Dean and for administering library activities.

6. The Director of the Center for Economic Action. The Director of the Center for Economic Action is responsible to the President and for developing a program of continuing education and community services in Southern West Virginia. A specific duty is to generage new programs that will project the resources of Concord College into the communities of Southern West Virginia to solve community problems.

7. The Director of Computer and Institutional Research Services. The Director is responsible for the operating, coordinating, planning, and implementing of all computer resources at Concord College. Further, the Director's office serves as a clearinghouse for all non-fiscal requests for data from agencies outside the College, as well as providing support in long-range planning for the institution. Assistance is provided in conducting specialized studies of the operations of the College as well as in analyzing data. The Director reports to the President.

8. The Director of Plant Operations and Security. The Director provides leadership in the management of maintenance and construction of physical facilities on the Campus as well as the supervision of security forces. The Director reports to the President.

9. The Division and Department Chairmen. The Department or Division Chairman, viewed in an administrative capacity rather than as a member of the faculty as defined in Article II of the Constitution, accepts the responsibility and authority of directing the instructional program of an academic department or division in cooperation with the Vice President and Academic Dean. Consistent with overall policy and in consultation with appropriate administrative officers, the Chairman has the responsibility for recommending the employment, advancement, and dismissal of staff; for recommending the programs and plans of the department or division; for informing the public of the work in this area of education; for developing the divisional budget, including faculty salary recommendations; and for encouraging the professional growth and development of staff.

9. The Line of Administrative Responsibility. In the absence of the President, decisions requiring immediate presidential determination shall be made by the Vice President and Academic Dean. In the absence of both the President and the Vice President and Academic Dean, such authority passes first to the Business Manager and next to the Director of Student Affairs. This line of responsibility is valid except when the President shall make other specific designations from time to time.

## E. Councils and Committees

### Faculty Committees

Advisory Council of Faculty to the Board of Regents: serves in an advisory capacity as a direct liaison between the West Virginia Board of Regents and the faculties of each public college and university. Each State institution selects one representative.

Faculty Benefits Committee: promotes and informs faculty of work in the area of retirement benefits, hospitalization insurance, disability insurance, life insurance, sick leave, and similar matters.

Faculty Budget Committee: assists the President and other members of the administration in the preparation of annual budgets.

Faculty Grievance Committee: hears grievances of non-tenured faculty and makes recommendations to the President of the College and the Vice President and Academic Dean.

Faculty Hearing Committee: serves as the hearing committee in cases of dismissal of a faculty member with continuous tenure, or with a special or probationary appointment before the end of the specified term.

Programs and Personnel Committee: formulates recommendations for the evaluation of programs and personnel needs at Concord College.

Instructional Affairs Council serves as a permanent administrative body, made up of the chairmen of the departments and divisions and discipline representatives within divisions, whose responsibilities and duties are consistent with departmental and divisional activities.

Academic Affairs Council considers academic matters which concern the College as a whole, including the teacher education program and general College requirements concerning curriculum; entertains suggestions from individual faculty members or other councils and committees; and presents to the Faculty, for its review, all major policies formulated which are relevant to curriculum, educational objectives of the College, and faculty affairs.

Academic Standards Committee: reviews the cases of any students subject to separation (academic) from the College at the end of each semester and the summer session; of any students applying under special or unusual circumstances; and of any students reapplying after separation from the College for all reasons, including social and disciplinary action.

Student Affairs Council considers such matters as student organizations, financial aid to students, athletics, alumni endeavors, scholarships, student housing, and student medical services; makes recommendations either to the President of the College or to the faculty concerning these matters.

Athletic Committee: aids the Director of Athletics and his staff in carrying out their objectives and oversees the efficient operation of the athletic program and budget.

Financial Aid Committee: represents the Student Affairs Council in matters of financial aid and scholarships to students.

Public Convocations, Lectures, and Art Programs Committee: works with the Director of the Alexander Center for the Performing Arts to plan the Artist-Lecture Series; collects and accepts suggestions for future programs from members of the College Community.

Student Housing Committee: reviews the College housing regulations as they pertain to students and makes recommendations for change.

Student Interest and Recruitment Committee: considers and assists in student recruitment and retention.

Student Medical Services Committee: recommends policy for the College Health Services.

Upward Bound/Student Special Services Advisory Board: acts as a board of directors to the Upward Bound Project Director; provides guidance, direction, and counsel to the program and its staff on all activities.

## Administrative Committees

Centennial Hall Portrait Committee: selects and recommends to the President of the College the names of individuals who have served in the athletic or physical education phase of the College in a manner and for a period of time meriting the hanging of their portrait in Centennial Hall.

Commencement Committee: plans and coordinates the activities involved in graduation exercises.

Computing Services Advisory Committee: advises and counsels the Director of Computer and Institutional Research in determining operational policy, including work priorities, open and closed shop hours, service schedules, and other considerations which tend to affect the quantity and the quality of services.

College Hearing Board (for Student Government): composed of students, administrators, and faculty and is the final review board for all disciplinary action at the College.

Energy Conservation Committee: develops, coordinates, and supervises a comprehensive plan to maximize energy conservation which will make it possible for the College to operate within its natural gas allocation and, at the same time, reduce within reasonable limits the use of all forms of energy, for both the conservation factor and to offset the rising costs of such energy.

Food Service Committee: supervises operation of food service; serves as a channel for complaints, criticisms, and suggestions on food service; recommends each year the Contractor to the President of the College.

General Studies Committee: conducts an ongoing review and and evaluation of Concord's Program of General Studies; makes recommendations to the Academic Affairs Council.

Honors and Graduate Studies Committee: considers and makes recommendations about matters concerning honors, honor programs, and honor students; encourages Concord seniors to embark on graduate work; and promotes such activities.

Library Committee: studies library needs in view of the academic programs and advises the Director of the Library and Media Center on matters of general library policy, the development of library resources, and upon means which best integrate the library programs with other academic activities of the College; and serves as a liaison between the faculty and the Director.

Registration Procedures Committee: established to develop a flexible registration system consisting of a fundamental group of criteria pitting course offerings against student requests. The system should be readily understandable and workable for all involved parties: academic departments, administration, and students.

Residence Classification Committee: reviews, upon request of applicant or student, non-resident classification made by the Registrar and forwards Committee decisions to the President of the College for review and action.

Space Allocation Committee: considers the requests by any College division, agency, or office for additional space, change in location, or other matters requiring a decision regarding space in College facilities so that such requests may be handled in a manner most beneficial to the College and to the elements serving it.

Teacher Education Committee: studies continuously the teacher education programs and possibilities for improvement; reviews practices and policies in teacher education programs and recommends changes to departments and administrative officers concerned; and serves as a liaison committee for collecting and disseminating information among departments and administrative units.

Vehicle Priority and Travel Allocations Committee: establishes priorities and resolves conflicts; reviews and recommends funding for travel.

## F. Concord's Representative to the Board of Regents' Advisory Council of Faculty

This representative serves as a liaison between the Board of Regents Advisory Council and the faculty of Concord College. The representative is elected and serves under the following conditions and guidelines.

1. Qualifications for candidacy
    a. The candidate must be a tenured faculty member
    b. Department and division chairmen are ineligible for nomination, election, or service.

2. Method of nomination and election
    a. In keeping with Article VI, Section 1, of the Constitution for the Faculty of Concord College, the Chairman of the Faculty will submit to the Faculty at its April meeting a list of nominees presented by the constituted *ad hoc* nominating committee.

b. The faculty may submit additional names from the floor under normal parliamentary procedures.

c. A plurality vote will suffice for election to the position. The nominee having the second highest vote will be designated alternate and attend sessions should the regular delegate be unable to attend. To facilitate this, the representative and the alternate should maintain close communication.

d. The faculty representative shall communicate directly to the faculty through written reports made after each session of the Advisory Council, or more often, if he deems it necessary.

e. This election will take place every other year at the time and place of the regular faculty elections.

3. Term and conditions of office

a. This representative is elected for a two-year term and may serve no more than two terms consecutively.

b. The term of appointment shall commence immediately upon election.

c. The outgoing representative will attend the first two Council meetings after election, serving as an adviser to the newly elected representative.

d. Repeated inability to attend meetings of the Advisory Council or other dereliction of duty, such as failure to communicate adequately with the faculty or failure to fairly represent the faculty, shall be a matter of consideration by the faculty which may declare, at its discretion, the office vacant by a majority vote and proceed with the election of a new representative to fill the unexpired term.

## PART III - FACULTY RESPONSIBILITIES AND PRIVILEGES

A. Responsibilities in the Classroom
  1. Class Attendance by the Instructor
  2. Faculty Classroom Conduct
  3. Course Materials and Activities
  4. Student Classroom Conduct
  5. Student Attendance Policies
  6. Student Dress and Appearance
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B. Responsibilities Outside the Classroom
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  2. Schedule on Campus
  3. Advising Students
  4. Committee Assignments and Other Service
  5. Commencement, Baccalaureate, and Convocation Duties
  6. Political Activities and Events
  7. Social Occasions and Contacts
  8. College-Community Relations
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  11. College Mail Service
  12. Cashing Checks
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# PART III - FACULTY RESPONSIBILITIES AND PRIVILEGES

## A. Responsibilities in the Classroom

1. Class Attendance by the Instructor. Every member of the faculty is expected to devote himself primarily to the teaching duties of his department, over which no other continuing activity shall take precedence. If required to be away from his class, he must arrange with his chairman for an appropriate substitution of instructor, or of work which will not reduce significantly the learning opportunity for his students. Classes shall not be suspended deliberately without permission of the chairman. Suspension or rescheduling of regularly scheduled classes or examinations on the margins of holidays is not permitted as such is unfair to faculty holding classes, and an encouragement to student absenteeism.

2. Faculty Classroom Conduct. The manner and conduct of the instructor in the classroom is left to his or her own style, within the bounds of reasonable good taste and effective communication. Good sense and humanity should lead instructors to avoid unequal or unfair treatment of students, as well as the appearance of such where it is possible to avoid it.

3. Course Materials and Activities. The selection of materials and class activities appropriate to the accomplishment of course objectives is left to the judgment and discretion of the classroom instructor. The only limitation to this principle is a general prohibition against partisan political activities in the classroom. The promotion of partisan or factional causes is considered to be an illegitimate objective of any course at Concord College. Additionally, instructors are expected to refrain from diverting excessive amounts of classroom time to discussions unrelated to the subject being taught.

4. Student Classroom Conduct. The instructor for the course has primary scholastic control over the students in the class, consistent with the curriculum requirements and opportunities stated for the student in the Catalogue, and general control over the conduct of the class. Questioning and discussion in class on the subject matter of the course should be accepted from any student, limited only by the need to give others a chance, and to cover the material of the course in the allotted time. Disruptive behavior or insolence, however, is not to be tolerated. (See Catalogue statement.)

Standards of behavior and classroom performance should be made clear. If the instructor decides that the conduct of a student makes it difficult to continue the course satisfactorily, or justifies discontinuing efforts to instruct him, the instructor should warn him of this fact. If objectionable conduct continues, the instructor may dismiss the student from the course, with written notification of his action to his departmental or divisional chairman and the Vice President and Academic Dean. The grade recorded in cases of dismissal for conduct is an "F." In cases of grades of "F" involving disruptive behavior, the Forgiveness Rule is not applicable. (See Catalogue statement.)

5. Student Attendance Policies. Student attendance in class is a matter left to the judgment of the instructor of each course. Attention to attendance in freshman-level courses is especially urged, because this year is crucial for so many students, and they have least experiences with which to judge their own abilities against the requirements of college courses.

Whenever a student cannot attend a class or laboratory, he must notify each faculty member involved as soon as possible, and offer appropriate explanation. If the reason is ill-health, the student must present a bona fide slip from the attending physician. The instructor has considerable discretion with regard to such absences, but the student should take the initiative in providing adequate explanation for the absence.

Faculty are expected to accept excuses for attendance at officially recognized functions, and cannot penalize the student for the mere fact of class absence while attending such a function.

The student, on the other hand, has a responsibility to inform the faculty member in advance of the fact that he will be absent for an official event, and to find out from the faculty member what responsibility such an absence may entail. The student also should recognize that his absence from a particular class, although officially excused, still may be detrimental to his performance in that class from the mere fact of missing material covered during the period that he has missed.

Lists of students participating in official College functions are not generally distributed to the faculty. Such lists usually are available in the Office of the Vice President and Academic Dean to members of the faculty who may want to validate that a student's absence has been due to participation in an approved event.

A student in irregular attendance attendance for which an instructor does not receive satisfactory explanation may be dropped from the course by the instructor, after appropriate warning, with written notification to the departmental or divisional chairman and the Vice President and Academic Dean. The grade recorded in cases of dismissal for irregular attendance is an "F."

6. Student Dress and Appearance. Student dress and appearance in the classroom are not subject to instructor control. Exceptions in this area are necessary dress for special activity courses, or for public contacts that are part of the course, and appearance that is disruptive to the conduct of the class.

Dress and appearance never are proper considerations in grading course work, except as may be appropriate for special activities such as the Professional Semester and cooperative work assignments.

In all cases of grading, exclusion, or dismissal from class because of dress or appearance, the burden of justification is on the instructor. He must notify the chairman of his department and the

Vice President and Academic Dean in dismissing a student. The appropriate course of student appeal, after discussion with the instructor, is to the chairman of the department or division, to the Vice President and Academic Dean, and, if necessary, to the Academic Affairs Council.

7. Academic Dishonesty. It is obvious that all instances of academic dishonesty cannot be prevented or penalized, but those which are detected will be dealt with severely. Students guilty of academic dishonesty on examinations in any course shall receive, as a minimum penalty, a grade of "F" in that course. Repeated offenses shall subject the student to suspension or dismissal from the College. Students involved in facilitating academic dishonesty among others, such as by the unauthorized dissemination of examination material, will be subject to disciplinary action beyond that called for by their own cheating in a course.

Plagiarism varies all the way from the outright steal to slovenly writing by students who do not know how to use sources, whether or not copyrighted. It should be penalized by the instructor according to the degree of dishonesty he judges is involved, but no hesitance should be felt in assigning an "F" for the course, for flagrant offenses. In cases of grades of "F" involving plagiarism or academic dishonesty, the Forgiveness Rule is not applicable. (See Catalogue statement.)

Action taken by the instructor for academic dishonesty, including plagiarism, must be reported in writing to the division or department chairman and to the Vice President and Academic Dean. Any recommendation by the instructor beyond an "F" in the course must be submitted to the Vice President and Academic Dean for transmittal to the appropriate official, who will initiate judicial procedure. The Vice President and Academic Dean notifies the Registrar's Office when students are dismissed from classes with grades of "F" for academic dishonesty. (See Catalogue statement.)

8. Marking System. Every faculty member is responsible for arriving at a grade for each student in his courses and he should use the letters indicated in the current Catalogue. Each may use his own numerical equivalents, if appropriate, for the letter grades recorded. He should explain to his students his particular basis for arriving at a semester grade and he should be willing to review with any student the performance which led to the grade received. The Vice President and Academic Dean will intervene only where a demonstrable error or unfairness has occurred, and only upon proper petition by the student through both the instructor concerned and the chairman of the department or division.

Deadlines for turning in final grade reports, which are announced through the Registrar's Office, must be observed. The production of individual student grade reports cannot begin until all course reports are in the Registrar's Office. At mid-year, even brief delays in grades may affect the registration of probation students and others for the second semester. In May, delay is unfair to pending graduates. It must be expected, therefore, that all members of the faculty will make the necessary effort to meet the times specified for submitting grade reports.

If an instructor believes that a grade reported by him to the Registrar should be changed because of an error in calculation, or for some other legitimate reason (going beyond the effect of the grade upon the student), he shall present his departmental chairman with a written request stating the reason and supporting the facts. The chairman will forward the request to the Vice President and Academic Dean, together with his own recommendations and comments. The Vice President and Academic Dean will review the request, in consultation with the instructor and the chairman if necessary, and inform them of his decision. If approved, the request for change of grade will be sent to the Registrar by the Vice President and Academic Dean, with any pertinent documents, for inclusion in the student's record folder. A copy of the approval is returned to the instructor for his information.

All final marks are issued from the Registrar's Office. Faculty members, at their discretion, may release final marks to students. Care must be exercised to prevent individual student grades from being disclosed to other persons. Since a grade given in a course reflects the student's performance in that course alone and, therefore, has its own integrity, the Registrar does not normally permit a faculty member to check the overall record of a particular student unless he is an adviser to that student or has some understandable reason for consulting the student's record folder.

Sealed copies of each instructor's grade sheets are sent to the departmental chairman by the Registrar after the close of the semester. The grade distribution for each department also is sent to the proper chairman, for each semester, together with the total College distribution, by the Vice President and Academic Dean.

Faculty members terminating employment at the College or who will be away from the Campus for any extended period following any semester or summer term, must leave with the chairman of their department their gradebooks, or copies thereof, containing grades for their courses in the last semester (or summer term) taught at Concord. (See also the section in this Handbook concerning departing obligations of faculty terminating their service.)

9. Final Examinations. A final examination schedule is prepared and issued by the Office of the Vice President and Academic Dean. Any examination for which such schedule does not provide, or any departure from it, must be approved by the Vice President and Academic Dean on the request of the instructor made through

the departmental chairman. For evening classes, final examinations may be given either in the last class meeting or in an arranged extra period, as provided in the final examination schedule. Instructors should keep all test papers of students until the end of the semester subsequent to the semester in which given.

## B. Responsibilities Outside the Classroom

1. Professional Development. Continued professional growth of faculty members is vital to effective teaching. For college teachers, the doctorate usually is the external goal for this development until achieved. Thereafter, reading in current literature in the field, research or writing, and interchange of ideas with colleagues both on the Campus and in the wider professional community, are part of the scholarly life expected of those retained to teach college students. Each member of the faculty should maintain membership in one professional association in his field of interest, which can provide access to literature, information, and contacts with others of similar interest over a wide area.

2. Schedule on Campus. Employment for the academic year begins the third week in August. Unless otherwise notified or excused, all members of the faculty must assume an obligation to report at nine o'clock in the morning on the day that the first fall meeting of the faculty ordinarily is held. They should continue to be available for assistance and consultation through freshman orientation and registration, until the opening of classes the following week.

Arrangements should be made so that the department or division is well represented on the days indicated in the Academic Calendar (in the Catalogue and Schedule of Courses) as the last days for students to drop or add courses for any semester or summer term.

Each instructor is expected to announce and adhere to specific periods during the week when students may conveniently consult him in his office. Office hours should be at least five hours each week, distributed so that most students could find one period during which the instructor is available to them.

3. Advising of Students. Academic advising of students at Concord is done through the faculty. The only way in which it is possible for each student to be assigned an adviser is for advising to be a general faculty responsibility. In addition to students in his classes who consult him about their work, therefore, students will be assigned to him for academic counseling. No student may register for courses without the approval of his adviser on his schedule. As soon as students have selected a major field or concentration, they will be assigned to a faculty member in the appropriate area for counseling assistance in completing the requirements of that major. Division chairmen assign faculty advisers.

The advisers in the major field may stress the advisability of particular choices, or additional courses in preparation for graduate school, but they may not enforce any academic requirements beyond or above those stated in the Catalogue. If a student insists on scheduling courses other than those advised by his adviser, particuarly with reference to the courses required in the Program of General Studies or the major, the adviser should sign the schedule only after making a notation of the advice given for the student's file.

When a member of the faculty has questions concerning the number or identity of advisees assigned to him, these should be taken up with his chairman. Questions concerning the procedures of advising should be taken to the Office of the Vice President and Academic Dean. (See also the section concerning departing obligations of faculty terminating their service.)

Faculty members should give a reasonable and sympathetic hearing to genuine personal problems of students, in the course of academic counseling, but where this appears to be insufficient in the case (or the mind) of any student, he should be referred to the Director of Student Affairs. Faculty members who become aware of students with serious personal problems should communicate names and any information they have to the Director of Student Affairs.

4. Committee Assignments and Other Service. Service on committees of the College, either by election to the permanent committees or appointment to ad hoc committees established by the President, is service to the faculty as well as to the College as an institution. Occasionally individual faculty members may be asked to perform special services appropriate to their special interests and talents. Effort will be made not to burden anyone by the size or amount of such requests. When any member of the faculty finds it inconvenient to respond to requests for committee or other service, he should make the reasons known, and if he questions his obligation to serve in a particular capacity, he should discuss the matter with his chairman and the Vice President and Academic Dean.

5. Commencement, Baccalaureate, and Convocation Duties. Members of the faculty are expected to appear in academic attire at Commencement and at any special College convocation which the President feels warrants academic attire. The expense of rental or purchase of such attire are the responsibility of the individual. Arrangements for rental of academic attire are made through the College Bookstore.

Requests to be absent from Commencement exercises must be addressed to the President, but directed to the Office of the Vice President and Academic Dean.

6. Political Activities and Events. It is a policy of the College that political activities may not interfere with or interrupt the main academic work of the institution. In particular, this applies to the disruption of academic schedules, activities, or endeavors by any member of the Concord College community in attempting to advance partisan or factional political causes on or off the Campus. This

policy does not prevent, however, the suspension of class schedules for appearances on Campus of major political figures when such appearances are considered to have sufficient general educational value to override the political aspects of such an event.

7. Social Occasions and Contacts. Student social organizations and groups sometimes extend invitations to faculty members for particular occasions. Response to such invitations is encouraged, particularly on occasions when the students are making conscious efforts to establish meaningful exchange with the faculty outside class.

Student events such as dances or picnics are required to be chaperoned. Faculty members are asked to cooperate so far as personally convenient, when asked by students to chaperone student functions.

Faculty members are encouraged to establish informal relationships with students, particularly in groups, of the kind that will encourage continuation of discussions and interest in learning outside the classroom, and that will help the student develop a sense of friendly interchange with the adult sector of the College. This can be done while holding to the important obligations of objectivity in dealing with all students in class, as instructor. Members of the faculty are not permitted to date students.

8. College-Community Relations. Viable relations with the community of location and the public served are important to a college. These cannot be maintained without faculty help. Faculty members are encouraged to participate in community activities in the area. Willingness to respond to invitations from the public schools of the region, for assistance or cooperative discussions, is particularly commended as benefitting both the community and the College in the field with which all faculty are most concerned. No one is urged to join any local organization or activity simply to be joined. All faculty members should assume some responsibility, however, for cordial relations with the public.

9. Campus Atmosphere. Members of the faculty are both officers and representatives of the College. As such, they bear some responsibility for the general condition of the Campus, which should be a principal asset for all who work or study here. By example, suggestion, and on appropriate occasions by admonition, they can do much to promote and maintain an atmosphere of free exchange combined with reasonable decorum, and casualness without wanton destruction and filth.

Faculty interest in the cultural events on Campus is an important stimulus to student interest. Support of these events by attendance when possible, and by encouraging discussion of them with students before and after the events, should be a part of the general faculty obligation to the education of all the students.

Finally, members of the faculty have a general obligation to the students that touches upon their relations with one another and their attitude toward knowledge and the profession. Student attitudes adverse to best efforts or profitable curiosity in some of their courses are easily contracted from or intensified by what they hear from other faculty. Anti-intellectualism as a general attitude, or a narrow interest rejecting all but one subject as worthless, or personal animus leading a student to close himself off from the opportunity to learn what he can from a particular instructor, are not proper legacies from faculty to students. Each member of the faculty should exercise, and grant to others, the right of direct argument with colleagues, and if he judges necessary, of direct criticism. But the indirect enlistment of students in personal disputes tends to mark as unworthy any position for which it may be done.

10. Automobiles. No college will ever have enough parking spaces. To accommodate those members of the faculty and staff who must use vehicles daily, marked parking spaces have been set aside, for the exclusive use of faculty, staff, and visitors. Students who commute must park elsewhere around the Campus. The small area in front of the College Center is reserved for visitors until four o'clock in the afternoon. No vehicles may be left or should stop for passengers along the serpentine drive in front of the Campus.

Faculty members intending to use their automobiles on Campus must purchase numbered parking stickers issued by the Physical Plant and Security Office. When a person buys a new vehicle, he should remove the old sticker before disposing of it and obtain a new sticker for the new vehicle.

Attention to parking regulations is viewed as a part of the general obligations of faculty employment.

New members of the Concord staff should procure West Virginia drivers' license as soon as convenient and arrange for West Virginia registration tags. As Concord is a State-supported college, it is appropriate and helpful to the institution not to have its employees retain out-of-state license plates.

11. College Mail Service. Assignment of faculty mail boxes is made by the Office of the Business Manager. Due to the limited number of boxes, some faculty members or departments must share one mail box.

Since College mail services are handled by the combined efforts of staff in the reception area for the Business Manager, the loss of time for these staff members has necessitated the establishment of certain regulations governing mail service.

All boxes have combinations; therefore, if any person to whom a box is assigned wants someone else to pick up his mail, the combination must be made known to that individual. No mail will be taken from the boxes by the staff assigned to the mailroom.

Stamps will not be sold to individuals; they may be obtained at the College Center Post Office on the Campus.

Faculty and student mail boxes may be used only for the distribution of official College communications and those general notices and announcements pertaining to College-sponsored events or to activities for the benefit of the College. Such communications, notices, announcements, and so forth, must be identified by signature, name or College organization, and also should be dated.

Except for events of major importance (such as all-College convocations) or announcements that must be communicated to all students, faculty members should not be requested to use class time to make announcements to students; such requests only should come from the major administrative offices of the College. Faculty members usually are aware of Campus events and may decide for themselves what other events they wish to call to the special attention of their students.

In an election year, special care must be exercised to observe Board regulations regarding remaining "non-partisan." (See Minutes of Faculty Meeting, April 4, 1968.) College equipment, supplies, and secretarial services must be not be used to promote the candidacy of any individual or to request the support for any political party. It is perfectly proper for students and faculty, as individuals or through appropriate organizations, to become involved in political affairs; therefore, recognized College organizations (such as the Young Democrats and Young Republicans) may use College facilities and may sponsor open meetings on Campus. (Signs and posted announcements pertaining to political activities must be identified as to the College organization, and should be confined to the lower levels, and stairwells leading to the lower level, of the College Center.)

Likewise, College equipment, supplies, and services must not be used to promote private organizations (churches, woman's clubs, and so forth).

Questionable announcements must be reviewed and approved by the Office of the Vice President and Academic Dean.

12. Cashing Checks. Under the regulations of the governing board, no office or service of Concord College is authorized to cash personal checks for faculty members.

13. Illegal Drugs. The possession, use, or distribution of illegal drugs and narcotics (including marijuana and "LSD") is considered sufficient cause for the immediate termination of employment of any member of the Concord College faculty.

14. Departing Obligations. Faculty terminating employment at Concord must leave with their chairman or other officers of the College, the following items:

- a. Their gradebook or copies thereof, containing grades for their courses in the last semester or summer term taught at Concord to their chairman.
- b. All keys to College offices and buildings must be returned to the Business Manager's secretary.
- c. Student advising files and materials should be left with the divisional secretary.
- d. A forwarding address must be left with the Vice President and Academic Dean's secretary.

Departing faculty members are reminded that obligations to the following offices must be cleared:

- a. The Library
- b. The College Center
- c. The Bookstore
- d. The Plant Operations and Security Office

These requirements are necessary to College records and delivery of the final salary check must await their fulfillment. Official transcripts and birth records, filed in the Vice President and Academic Dean's Office, will be returned upon request of the faculty member.

## PART IV - POLICIES ON APPOINTMENTS, TENURE, PROMOTION, ACADEMIC FREEDOM, RESIGNATIONS, AND TERMINATIONS

A. General Statement

B. Appointment of Academic Personnel
   1. West Virginia Board of Regents Policy
   2. Concord College Policy

C. Conditions of Appointment
   1. West Virginia Board of Regents Policy

D. Joint Appointments
   1. West Virginia Board of Regents Policy

E. Service of Academic Personnel
   1. West Virginia Board of Regents Policy

F. Promotions
   1. West Virginia Board of Regents Policy
   2. Concord College Policy
   3. Retirement Promotion

G. Probation
   1. West Virginia Board of Regents Policy

H. Tenure
   1. West Virginia Board of Regents Policy
   2. Concord College Policy

I. Academic Freedom
   1. West Virginia Board of Regents Policy
   2. Concord College Policy

J. Dismissal and Termination of Employment of Tenured Personnel
   1. West Virginia Board of Regents Policy

K. Grievance Procedures
   1. West Virginia Board of Regents Policy

L. Hearings
   1. West Virginia Board of Regents Policy

M. Appeal to the Board of Regents
   1. West Virginia Board of Regents Policy

N. Faculty Resignations
   1. West Virginia Board of Regents Policy
   2. Concord College Policy

## PART IV - POLICIES ON APPOINTMENTS, TENURE, PROMOTION, ACADEMIC FREEDOM, RESIGNATIONS, AND TERMINATIONS

### A. General Statement

Course descriptions are academic promissory notes which only the resources of the faculty can redeem. A constant goal for Concord College is the best faculty possible, in terms of graduate preparation and college related experience of each appointment, and continuing evidence of professional vitality and teaching ability.

Within the limits imposed by the requirements of the State system, and necessary budget allotments among many institutions, every effort is made to compete on the national market for positions to be filled, and to provide the advantages needed to retain the services of those whose abilities make them of interest to other colleges as well as this one. Some reliance has to be placed, and fortunately can be placed here, on the attraction of good faculty for good faculty. For any given range of salary, there is more opportunity to interest individuals who have the qualities sought because they encounter those with similar qualities and interests in sufficient numbers to make an atmosphere in which they would want to live and work.

The specific requirements set by the governing board for appointments at the various ranks are minimum only, which assume discretionary judgments by the responsible College officers as to demonstrated and potential merit in the appointments recommended. In addition to conforming to the prescribed minimums, which are stated later in this section, choices in recruitment, retentions, promotions, and compensation at Concord are guided by the following general assumptions.

1. Higher degrees are more than technical requirements to be met by massing a given number of hours. A graduate degree should represent an intense academic and professional experience, building an expert familiarity with the library, laboratory, and field aspects of the subject.

2. The doctorate has become a standard requirement for college teaching of the kind expected at Concord past the introductory levels. It is an important factor, therefore, in considerations of promotion to the two highest ranks, and in consideration of tenure. Equivalent experience may be considered in some fields, but the scope for such consideration is narrowing. Usually, when an instructor is hired without the doctorate in his field, it must be assumed both by the College and the individual that this is a temporary condition to be removed before the opportunities of tenure and promotion can be promised, either here or at comparable institutions throughout the nation.

3. Quality of graduate training is of first importance, but broad representation in the graduate study and professional experience of a faculty also is advantageous to the students they teach. The College

gains from having persons whose experience and perspective have been shaped by different graduate schools and different geographic areas.

4. Scholarly interest and activity are indispensable to good college teaching.

5. Scholarly interest and ability must be questioned where there is not accompanying evidence of interest in communicating the subject, and enthusiasm for it, to students, and some evidence of positive response especially from the better students in the College.

6. It is not possible for any individual or group within the faculty to define entirely for themselves the courses, students, or requirements with which they will work here.

## B. Appointment of Academic Personnel

1. West Virginia Board of Regents Policy (BOR Amended Policy Bulletin No. 36, Section 2)

    a. The academic personnel at any of the institutions under the jurisdiction of the Board of Regents shall be those appointees of the Board of Regents of such institution who are assigned by the president of each such institution to academic duties which include teaching, research and/or service. This may include, upon the recommendation of the president of an institution and the approval of the Board of Regents, such professional personnel as librarians and those involved in off-campus service.

    b. Academic personnel appointed to render full-time service for the Board of Regents at any of the institutions shall be appointed to faculty positions in one of the following ranks:

        (1) Professor
        (2) Associate Professor
        (3) Assistant Professor
        (4) Instructor

    c. Other appropriate titles which more accurately indicate the nature of the position may be used upon the recommendation of the president of an institution and the approval of the Board of Regents.

2. Concord College Policy

At the direction of the Board, as well as to insure the full weight of teaching experience in Concord appointments, the equivalence of "professional experience" in substitution for college teaching years is viewed conservatively. Part-time college teaching, work as a graduate assistant, or teaching below the college level, specifically, are excluded by Board regulations from the computation of minimum periods of college teaching, although these may be viewed as assets in the overall record. Except in appointments directly related to teacher training, it is not the policy of Concord to employ persons from the public schools with graduate study in professional education rather than an academic specialty.

## C. Conditions of Appointment

### 1. West Virginia Board of Regents Policy (BOR amended Policy Bulletin No. 36, Section 4)

a. All full-time appointments to the faculty of an institution shall be of two kinds: probationary appointments and appointments with tenure.

b. All part-time appointments as defined in Part IV, Section E.b., of this Handbook, shall be neither probationary appointments nor appointments with tenure, but shall be appointments only for the periods specified in the appointments and for the purposes specified in the appointments with no other interest or right obtained by the person appointed by the virtue of such appointment except as specified in such appointments.

c. The appointment of a person to a full-time faculty position at an institution is made subject to the following conditions:

(1) The appointee shall render full-time service to the institution to which appointed. Outside activities shall not be restricted unless such activities or employment interfere with the adequate performance of academic duties. The administration of each institution shall establish a program of periodic review of outside services of appointees to guide faculty members.

(2) If outside employment or service interferes with the performance of the regular institutional duties of the appointee, the institution has the right to make such adjustments in the compensation paid to such appointee as are warranted by services lost to the institution, and institutional equipment and materials used.

## D. Joint Appointments

1. West Virginia Board of Regents Policy (BOR amended Policy Bulletin No. 36, Section 5).

   a. Faculty members may be appointed to perform academic duties at two or more institutions, which duties may include teaching, research, counseling, or other services. For administrative purposes, one institution shall be designated the faculty member's "home institution," which institution shall be responsible for granting promotions, raises in salary and tenure; provided, however, when cause therefore shall occur, appropriate counseling, disciplinary action, etc., shall be the responsibility of the institution where the occurrence arose.

   b. The conditions and the details of the faculty member's joint appointment, including the designation of his "home institution" and other special arrangements, which may include reasonable expenses, shall be specified in the contract agreed to by the faculty member and the presidents of the institutions sharing his services. Joint appointments will only be made with the consent of the employee.

   c. Full-time faculty members appointed under joint or contractual appointments shall continue to be considered full-time employees of the "home institution."

## E. Service of Academic Personnel

1. West Virginia Board of Regents Policy (BOR amended Policy Bulletin No. 36, Section 3).

   a. Personnel rendering full-time service to the Board of Regents at one of the institutions, but assigned to administrative or staff duties, either in addition to, or, for the time being, exclusive of, academic duties may, if qualified, be appointed to, or may retain, one of the foregoing faculty ranks in addition to any administrative or staff title. (See B.1.b., of this Handbook).

   b. Academic personnel who are expected to render service limited to only part of their working time in any period, or to particular functions requiring only part of their professional attention to duties at an institution, or to only a brief association with the institution, shall be designated part-time and may be appointed to a position with one of the following titles:

(1) Any of the faculty ranks, but designated part-time, visiting clinical, or adjunct, as applicable to describe the connection or function.

(2) Lecturer.

(3) Assistant, designated graduate, research, clinical, or adjunct, as applicable to describe the connection or function.

c. The president of an institution shall make all appointments to all positions at the institution, subject to the approval of the Board.

d. Every appointment of academic personnel at any institution shall be for one fiscal year, or part thereof, in accordance with and in compliance with the annual budget of the Board of Regents, or supplementary actions thereto, as provided by law.

e. Every such appointment shall be in writing and a copy of the appointing document shall be furnished to the person appointed. Such document shall contain the terms and conditions of the appointment; provided, however, any special understandings stated therein shall be subject to the approval of the West Virginia Board of Regents, or otherwise such special understandings shall be void.

F. Promotions

1. West Virginia Board of Regents Policy (BOR amended Policy Bulletin No. 36, Section 6).

a. Within the following framework, each president shall establish with the faculty or duly elected representatives of the faculty, guidelines and criteria for promotion.

(1) There shall be demonstrated evidence that the promotion is based upon a wide range of criteria such as: excellence in teaching significant contribution and service to the college community, experience, academic achievement, professional growth, research, potential for continued professional growth, and service to the people of the State of West Virginia.

(2) There shall be demonstrated evidence that in the process of making evaluations for promotions there is participation of persons from several different groups such as: peers from within and from without the particular unit of the institution, department chairperson, dean, and students.

(3) There shall be no practice of granting promotion routinely nor of denying promotion capriciously.

(4) The institution shall submit its guidelines and criteria for promotion to the Board of Regents for approval and shall make available such guidelines and criteria to its faculty.

## 2. Concord College Policy

### a. Criteria for Promotion

Professor: To be eligible for the rank of professor a staff member must hold an earned doctorate or the highest academic degree in his field or must have achieved professional eminence and must have had ten years of satisfactory teaching or professional experience. Persons with an earned doctorate are eligible for the rank of professor after eight years of full-time employment. The teaching or professional experience should give evidence of continuous professional growth. In addition, a staff member must have achieved a satisfactory record in the following areas: teaching, scholarship, character, institutional and community service.

Associate Professor: For the rank of associate professor a staff member must ordinarily have earned 60 hours of graduate work toward the doctorate; or a comparable professional attainment. He should normally have six years of teaching or professional experience of above-average quality, but persons who have an earned doctorate are eligible for promotion to the rank of associate professor after four years of full-time employment. In addition, a staff member must have achieved a satisfactory record in the following areas: teaching, scholarship, character, institutional and community service.

Assistant Professor: For the rank of assistant professor a staff member must ordinarily have earned the masters degree plus 15 hours of graduate study in his field or a comparable professional attainment and have at least three years of satisfactory teaching or professional experience. The experience requirements may be waived at the discretion of the employing institution for holders of the earned doctoral degrees. Persons with bachelor's degrees who are teaching in two-year terminal programs only may be promoted to the rank of assistant professor after five years of successful college teaching experience. For employment as an assistant professor a staff member must have achieved a satisfactory record in the following areas: teaching, scholarship, character, institutional and community service.

Instructor: A masters degree is required for the rank of instructor except in certain technological or other specialized fields.

b. Mechanics of Promotion

(1) The process of consideration for academic promotion may be initiated by chairman (divisional or departmental), members of an academic discipline having no formal departmental organization, and/or an individual faculty member through submitting to the Divisional Personnel Committee written evidence that attests to a candidate's teaching competence, student evaluation participation, professional growth potential, research ability, and service to the institution as well as to the community at-large.

(2) The Divisional Personnel Committee (minimum of 5 members) shall consist of one elected representative from each academic discipline represented within the division and one faculty member selected by the elected committee members from without the division. If the total membership of the Committee is less than five, the division shall proceed to elect at large from within the division such members as to total at least five. (Chairmen shall not serve on the Committee.)

(3) The chain of review and recommendation is as follows:

a. Chairman, academic discipline membership, and/or individual faculty member initiates proposed academic promotion to the Divisional Personnel Committee.

b. From Divisional Personnel Committee to Departmental Chairman (where they exist).

c. From Departmental to Divisional Chairman.

d. From Divisional Chairman to Vice President and Academic Dean.

e. From Vice President and Academic Dean to President.

3. Retirement Promotion

The normal criteria established for academic promotion may be waived for a person in his or her last year of service and with ten or more years on the Concord faculty upon retirement.

## G. Probation

1. West Virginia Board of Regents Policy (BOR Amended Policy Bulletin No. 36, Section 9)

   a. When a full-time faculty is first appointed to teach in any of the institutions of higher education under the jurisdiction of the West Virginia Board of Regents, the appointment shall be on a probationary status, except that persons as defined in 3.B. (Part V, Section E, of this Handbook) shall not be considered as being either on probation or on tenure.

   b. The terms and conditions of every appointment shall be stated in writing with a copy of the agreement in the possession of both the institution and the individual concerned before the effective date of appointment.

   c. The maximum period of probation shall not exceed seven years; and at the end of six years any non-tenured faculty member will be given notice in writing of tenure, or offered a one-year written terminal contract of employment. Any reduction in this period may be determined at the discretion of the president of each institution within the following guidelines:

      (1) A faculty member appointed to the rank of Instructor shall, if not elevated in rank, serve the maximum seven-year probationary period, and decision thereon shall be made at the end of the sixth year.

      (2) An Assistant Professor may be eligible for consideration for tenure at the end of three years in that rank and at that institution.

      (3) An Associate Professor or Professor may be eligible for consideration for tenure at the end of two years in these ranks and at that institution.

   d. All faculty members shall serve a minimum of two-year probationary period, except under special conditions established by the institution, the president may recommend to the Board of Regents that an Associate Professor or a Professor be granted tenure at the time of initial appointment.

   e. Administrative personnel with minor academic assignments shall not accrue service credit toward satisfying the probationary period.

f. Employment during summer terms, in part-time positions or during periods of leaves of absence, shall not be credited toward satisfying the probationary period.

g. During the probationary period contracts will be issued on a year-to-year basis and appointments may be terminated with or without cause at the end of any contract year. During such probationary period no reason for non-retention or non-reappointment need be given. An appeal from the president's decision as to non-retention may be made by the non-tenured faculty member to the Board of Regents, which will review the decision of the president to determine whether the same has been afforded procedural due process and was not in violation of the constitutional rights by the non-tenured faculty member.

h. The president of each college or university shall give written notice to non-tenured faculty concerning their retention or non-retention as follows:

(1) Not later than March 1 of the first academic year of service.

(2) Not later than December 15 of the second academic year of service.

(3) At least one year before the expiration of an appointment after two or more years in the institution.

i. Institutions shall involve the faculty in the periodic review of the performance of academic duties of non-tenured faculty members and the faculty member shall be informed of the results of such reviews in writing.

## H. Tenure

1. West Virginia Board of Regents Policy (BOR Amended Policy Bulletin No. 36, Section 8)

a. Tenure is a system designed to protect academic freedom and to provide professional stability for the experienced faculty member. It is a means of protection against the capricious dismissal of an individual who has served faithfully and well in the academic community. Continuous self-evaluation as well as periodic evaluation by peer and administrative personnel is essential to the viability of the tenure system. Tenure should never be permitted to mask irresponsibility, mediocrity, or deliberate refusal to meet academic requirements or professional responsibilities. Tenure applies to those faculty members who qualify for it and is a means of making the teaching and research profession attractive to persons of ability.

b. Tenure shall not be granted automatically but shall result from action by the West Virginia Board of Regents upon the recommendation of the president following consultation with the department concerned.

c. Tenure status may be attained by all full-time employees who hold faculty rank of Assistant Professor or above and whose major assignment is of an academic nature and shall not be contingent upon promotion in rank.

## 2. Concord College Policy

As the Board of Regents' regulation states, tenure is not granted automatically with the passage of the minimum time. Recommendation of appointment with tenure involves not only endorsement of the teaching done by the particular faculty member, in the courses assigned to him during his probationary period, but also a judgment as to the nature of the permanent faculty needed for current and future goals of Concord College, and his qualifications in these terms.

As a general policy, tenure will not be recommended for an individual without the terminal degree in his field, or evidence of its imminent completion on a schedule that will not require interruption of teaching duties. This is because of the level of scholarly competence and training which is judged to be needed in the permanent faculty, particularly in those fields customarily ranked among the scholarly disciplines, and a reluctance to add further to the permanent faculty persons who will be blocked from promotion to the two highest ranks. (See "General Statement," in this Handbook, paragraph 2., on the doctorate; and "Concord College Policies on Appointments and Promotions.", in this Handbook). If a tenure appointment is made without the prospect of its completion in the near future, it must be made with the clear understanding that promotion above the rank of Assistant Professor, and the teaching of advanced courses except on a temporary basis, are not to be expected. Such an appointment will be made only for reasons making it appropriate to the teaching assignment of the individual.

Prior to the beginning of the academic year at the end of which any faculty member will have completed the minimum teaching period required in order to be recommended to the Board of Regents for tenure, a reminder of this fact is sent from the Office of the Vice President and Academic Dean to his departmental or divisional chairman. The recommendation for appointment with tenure is initiated by the chairman and is reviewed by the Vice President and Academic Dean and the President in consultation with the chairman. Tenure is a serious decision, involving termination of employment as an alternative. Notice of termination of employment will be given at least one year prior to the expiration of the probationary period.

It is the strict policy of Concord College to adhere to the tenure policy of the Board of Regents and to give all tenured members of the faculty the complete protection afforded thereby.

Should there ever be a question of the continued employment of a person with tenure, this will be presented to the Board of Regents for consideration. In such cases, and if desired by the individual concerned, it is assumed that the Board will permit the person to appear personally to state his case.

It should be understood clearly that tenure grants employment protection only. Advancement in rank, salary increases, or continuation of particular patterns of courses or assignments, are not guaranteed or automatic. Members of the faculty holding administrative positions, including divisional and departmental chairmanships, do not have tenure in such positions, but they may achieve tenure as teachers through their academic rank, and their service at Concord and elsewhere.

## I. Academic Freedom

### 1. West Virginia Board of Regents Policy (BOR amended Policy Bulletin No. 36, Section 1)

The necessity of academic freedom at West Virginia state colleges and universities is self evident. The West Virginia Board of Regents recognizes that the vigilant protection of constitutional freedoms is no where more vital than in the colleges and universitiess under its jurisdiction. Faculty members and students must always remain free to inquire, study, and evaluate.

Academic freedom guarantees the liberty of members of the academic community to freely study, discuss, investigate, teach, conduct, research, and publish, depending upon their particular role at the institution. Administrators shall have the same freedom in these areas. While the term "academic freedom" is most often used in describing the rights of faculty members of a college or university, students are also entitled to the right of academic freedom. To all of those members of the academic community who enjoy academic freedom, there are, commensurate with such freedom, certain responsibilities.

Faculty members, whether tenured or on probationary status, shall be entitled to full freedom in research and in the publication of the results of such research, subject to the adequate performance of their other academic duties which may include designated research, extension service, and other professional duties. Further, each faculty member is entitled to freedom in the classroom in discussing the subject taught. In addition, when faculty members speak or write as citizens outside of the college or university, they shall be free from institutional censorship or discipline.

The concept of academic freedom should be accompanied by an equally important concept of academic responsibility. The faculty member at a West Virginia state college or university is a citizen, a member of a learned profession, and a representative of an educational institution. As such, a faculty member, together with all members of the academic community, has the responsibility for protecting, defending, and promoting individual academic freedom and academic freedom for all members of the community. The faculty member is responsible also as a teacher for striving to speak with accuracy and with respect for the similar rights and responsibilities of others. In speaking only as an individual or for a limited group, the faculty member should not imply or claim to be a spokesman for the institution in which employed.

2. Concord College Policy

Concord College respects the freedom of its faculty members to search for the truth and to express their findings in publication, in public, outside the classroom, and inside the classroom as that truth pertains to the material at hand. As is true of any citizen, the faculty member retains the right to speak his views in areas in which he is not expert as well as in his chosen field. At the same time, a teacher should not, for his own polemical purposes, divert classroom time to discussions that bear no relation to the subject being taught, or, for ulterior reasons, introduce into the classroom controversial matters unrelated to the course.

As a man of the learned profession, the public may judge both his professional stature and the College by his comments; therefore, he should make clear when he is speaking as a citizen or a member of the community, and when he is speaking on behalf of his department, the faculty, and the College.

In subscribing to academic freedom, the College also recognizes that "In a socially created and socially supported institution such as a college or university there can be no such thing as complete freedom of expression in word and act. The basic limitations upon freedom arise out of the universally accepted beliefs and mores of society, such as truthfulness, decency, moral integrity, loyalty, and the canons of good taste. These may be assumed as binding upon all college instructors as upon other good citizens." (Revised Manual of Accrediting, North Central Association of Colleges and Secondary Schools, Faculty Section, page 8, paragraph c.)

J. Dismissal and Termination of Employment of Tenured Personnel

1. West Virginia Board of Regents Policy (BOR amended Policy Bulletin No. 36, Section 11)

   a. Causes for Dismissal: The dismissal of a faculty member with tenure, or of any faculty member before the end of a specified period of appointment, shall be effected only pursuant to the procedures provided in these policies, and only for any of the following causes:

(1) Demonstrated imcompetence or dishonesty in the performance of professional duties.

(2) Personal conduct which substantially impairs the individual's fulfillment of institutional responsibilities.

(3) Insubordination by refusal to abide by legitimate reasonable directions of the administration of the Board of Regents.

(4) Physical or mental disability making the faculty member unable, within a reasonable degree of medical certainty and by reasonably determined medical opinion, to perform assigned duties.

(5) Substantial and manifest neglect of duty.

b. Termination of Employment: A tenured faculty member's appointment may be terminated because of a bona fide financial exigency or the reduction or elimination of an existing program at the institution for which no other program or position exists requiring equivalent competency, and only as a last resort after all reasonable efforts have been made to meet the need in other ways. Decisions in these matters shall be reached after a collaborative assessment by administration and faculty, and prompt written notice of such termination shall be given to the faculty member by certified mail.

c. Notice of Dismissal: The president of the institution shall institute proceedings by giving the faculty member a written dismissal notice by registered or certified mail, which dismissal notice shall contain:

(1) Full and complete statements of the charge or charges relied upon,

(2) A copy of any pertinent rules and regulations governing the faculty member's procedural rights, and

(3) A statement that the faculty member has the right to elect to have the hearing conducted either by the Hearing Committee or a Hearing Examiner.

d. Answer and Service: Within 30 days from the date of the receipt of the dismissal notice the faculty member may file a written answer to the charges. The period for filing the answer may be extended by the president for good cause. The answer shall also contain a request for either a hearing by the Hearing Committee or Hearing Examiner. If the faculty member fails to file a timely answer, the notice of dismissal shall be final.

## K. Grievance Procedure

1. West Virginia Board of Regents Policy (BOR amended Policy Bulletin No. 36, Section 10)

   a. "Grievance" shall mean a claim or complaint based upon an event or condition which affects the welfare or condition of appointment of academic personnel and which does not involve causes for dismissal or termination of employment as defined by 11 herein (Part V, Section G, of this Handbook).

   b. Each institution shall establish fair and equitable grievance procedures at the lowest administrative level for the purpose of securing equitable solutions to the problems which may from time to time arise affecting academic personnel.

## L. Hearings

1. West Virginia Board of Regents Policy (BOR Amended Policy Bulletin No. 36, Section 12)

In order to assure a fair and impartial hearing, a dismissed faculty member shall receive a written notice of hearing as hereinafter provided and may avail himself of either one of the following hearing procedures:

   a. Hearing Committee: Each year the faculty of each institution shall elect thirteen faculty members representatives of the various ranks in the institution who shall be known as the Hearing Panel. In the event of a vacancy for any cause the faculty shall fill the vacancy.

   If the request is for a hearing before the Hearing Committee:

   (1) The president shall furnish the faculty member, in writing, a list of nine of the thirteen faculty members of the Hearing Panel as herein set forth, with instructions to strike four names and return the list to the president within five working days. If for any reasons the faculty member fails to strike, the president shall within five working days strike a sufficient number to reduce the members to five which shall constitute the Hearing Committee.

   (2) The president shall promptly notify, in writing, the five members of their selection as the Hearing Committee, and of their need to select from their membership a chairperson, and shall designate a time and place for their meetings to make such selection and to set a date for hearing the charge or charges.

(3) The chairperson shall give notice by certified mail to the concerned parties of the time and place for hearing the charge or charges which time shall be not less than ten days nor more than twenty days from the date of the notice thereof.

b. Hearing Examiner: If the request is for a hearing before a hearing examiner:

(1) The president shall notify the Board of Regents, which shall appoint a duly qualified disinterested attorney at law as a Hearing Examiner and shall submit the name and address of such Hearing Examiner to the president and to the dismissed faculty member.

(2) The Hearing Examiner shall determine the time and place for a hearing to be held and shall give notice by certified mail to the concerned parties. Such hearing date shall be not less than ten days nor more than twenty days from the date of appointment of the Hearing Examiner.

c. Hearing Shall be Conducted as Follows:

(1) The Committee or the Examiner will hear such proof of facts as may be deemed proper and reasonable and make such investigation and enter such recommendations as the facts justify and the circumstances may require.

(2) The hearing will be conducted with as little delay as possible.

(3) The faculty member shall have the right to have an advisor, but such advisor shall not be a person other than a member of the faculty or staff of the institution, unless specifically permitted by name by the Committee or the Examiner.

(4) Witnesses will be examined under oath in the manner and form and in the order designated by the Committee or the Examiner.

(5) Formal court rules of evidence shall not apply in such hearings.

(6) Testimony shall be recorded, and a transcript thereof shall be prepared.

(7) A copy of the transcript of the testimony together with copies of the exhibits shall be furnished to the faculty member, at no charge, upon his request.

(8) As soon practical after the hearing, the Committee or Examiner shall deliver to the president a copy of the record of the hearing with the recommendation of the Committee or Examiner and shall provide a copy of the recommendation to the faculty member. The president shall, within twenty days after receiving the record and recommendation, issue a decision in writing to the faculty member by certified mail, and such decision shall be final unless the faculty member institutes an appeal to the Board of Regents under the procedures set forth hereinafter.

d. Amendments: Technical forms and allegations in pleadings are not required to be observed and amendments or supplemental statements may be made and filed at the discretion of the Hearing Committee or the Hearing Examiner.

M. Appeal to the Board of Regents

1. West Virginia Board of Regents Policy (BOR Amended Policy Bulletin No. 36, Section 13)

a. An appeal as of right from the final decision of the president of the university or college may be taken by the faculty member by filing a written notice of intent to appeal with the Board of Regents within ten days after receiving the final written decision of the president.

b. Within thirty days after filing the notice of intent to appeal, a petition shall be filed with the Board of Regents containing a statement of the reasons why the final decision of the president is in error together with a complete record of the proceedings.

c. Within sixty days after receipt of the appeal, the Board of Regents shall consider the appeal on the record submitted and may take such action as it deems reasonable and proper in all the circumstances and in answer to all its responsibilities under the law.

d. Time is of the essence, and in the event the faculty member fails to file the notice of intent to appeal and the petition of appeal as required in provisions "A" and "B" of this section, the decision of the president shall be final.

N. Faculty Resignations

1. West Virginia Board of Regents Policy (BOR Amended Policy Bulletin No. 36, Section 7)

If a member of the faculty desires to terminate an existing appointment at the end of the academic year, or to decline a renewal, notice shall be given in writing at the earliest opportunity. Professional ethics, however, should dictate the consideration of the institution's need for having a full complement of faculty at the beginning of the academic year.

## 2. Concord College Policy

A faculty member intending to leave employment at Concord College owes the College a statement of resignation addressed to the proper chairman, to be forwarded to the Vice President and Academic Dean who will inform the President. Only the President or the Vice President and Academic Dean may accept a resignation of a Concord College faculty member.

Unless notified to the contrary, any member of the faculty may assume that he will receive a contract for the coming academic year, although such contract may not reach him until late because of the budgetary process at the State level. Those who may be considering opportunities elsewhere after February 1 have an obligation to inform their chairman of this before signing contracts with other colleges, universities, or institutions.

After a faculty member has signed his contract with Concord College for the coming year, he must have permission from the Vice President and Academic Dean, who will consult the departmental or divisional chairman, to be released from his contract; and he must request the dean of the other institution to discuss the release with the Vice President and Academic Dean at Concord before an offer is made. These are the procedures approved by the American Conference of Academic Deans, which considers May 1 (our Board has established May 15 as the deadline) a date after which no faculty member should move institutions without the prior permission of the administration at both institutions.

# PART V - BENEFITS AND OPPORTUNITIES

A. Salaries

B. Summer Employment

C. Retirement and Insurance Benefits
   1. Automatic
   2. Optional

D. Leave
   1. West Virginia Board of Regents Policy

E. Travel
   1. Approval Procedure
   2. Use of State Vehicle
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G. Teaching Off Campus, Other Off-Campus Commitments

H. Courses for Audit or Credit

I. Cultural and Athletic Events

J. Copy Work for Research Materials

K. Library

## PART V - BENEFITS AND OPPORTUNITIES

### A. Salaries

Salary ranges are established by the College each year for all College personnel. Determinations of faculty salaries are made after the College is notified of the budgeted amount available. Other considerations in allocation of individual salaries are the number of positions to be established, competitive demands in particular fields, maximums which the Board of Regents is prepared to approve in appointments, and merit increases for above average performance. Each division chairman recommends individual salaries within the specific division of his responsibility to the Vice President and Academic Dean. Any questions about individual salaries should be directed to the faculty member's division chairman. Salary ranges are announced annually.

Salaries are paid monthly and check distribution dates are announced each Fall by the Vice President and Academic Dean.

Salaries for summer teaching are determined by the base salary of the person involved and the number of hours taught. For full-time teaching, the amount normally is fifteen percent of the nine-month salary for the previous academic year. For one-half the instruction, the amount is seven and one-half percent.

### B. Summer Employment

The availability of summer employment depends upon the courses needed in the summer schedule, the number of faculty wanting to teach them, funds available, and the summer school enrollment. The summer schedule should provide introductory and intermediate courses for students accelerating or repeating certain courses that have special summer demand as from in-service teachers and, in general, courses likely to draw sufficient enrollment to justify them. No faculty member is required to teach in the summer.

Summer teaching also is limited to one of the two terms, except in special instances of instructional need. Four to six credit hours constitute full-time teaching in a summer term and compensation is based on the nine-month salary at the rate permitted by the summer budget and the offerings. Board guidelines govern the number of courses which can be carried with low enrollments; infrequently, it is necessary to cancel a summer course for lack of enrollment, and faculty scheduled for summer teaching must be prepared for the possibility of teaching only half time.

### C. Retirement and Insurance Benefits

1. Automatic. The following benefits (a, and b or c or d) are automatic with employment and the College matches employee payments:

a. Social Security: Paid up as long as at work at the nationally effective rate up to prescribed maximum amount.

AND ONE OF THE FOLLOWING OPTIONS (b, c, d)

b. (FOR THOSE EMPLOYED PRIOR TO July 1, 1971, ONLY) Combination of West Virginia Teacher Retirement and TIAA-CREF Supplemental Retirement, as follows: Teacher Retirement--paid until retirement; 6% of first $4800 earned; if move from the State within five years, must withdraw receiving amount paid in (no matching funds) plus interest, less one-sixth of annual contribution not to exceed $20 each year; if move from the State after five years (less than twenty), have option of either withdrawing money (same terms as "under five years") or leaving in until retirement when the annual annuity will equal 2% times the number of years taught in West Virginia times $4800; if move from the State after twenty years, have option of withdrawal, including interest and matching funds, less $20 each year, or leave in until retirement. At retirement, annuitant will receive annually a sum equal to 2% times the number of years taught in West Virginia times $4800. The TIAA-CREF Supplemental Retirement--paid until retirement or until employment at a school not having TIAA. Amounts paid by teacher and matching funds paid by the College are fully vested immediately. Payroll deductions are as follows: up to 34 years of age, 5% of salary over $4800, increasing to 6% for ages 35-44, and to 7 1/2% for ages 45-60. If move within five years to an institution not having TIAA and total amount paid is less than $2000, have option to withdraw full amount including matching funds, plus accumulated interest, with permission of the College (generally granted). After five years or $2000 paid, may not withdraw, regardless; available only in monthly payments upon retirement or upon transferring to school without TIAA.

c. All West Virginia Teachers Retirement: Paid until retirement; 6% of total salary. Vesting, withdrawal rights, as indicated in "b" above. Retirement benefits are 2% times the number of years taught in West Virginia times high five-year average earnings.

d. All TIAA-CREF: Paid until retirement or transfer to institution not having TIAA; 6% of total salary. Vesting, withdrawal rights and retirement benefits are indicated in "b," above, having choice of putting all monies in TIAA up to 75% in CREF.

e. Workmen's Compensation coverage for employment related injuries.

f. Unemployment Compensation

2. Optional. The following benefits are available on a voluntary basis, with no matching contributions.

a. West Virginia Public Employees Group Insurance. Includes hospital, surgical, and $50,000 major medical coverage under Associated Hospitals, Inc., plus $10,000 life insurance with Equitable Life Assurance Society. Premium paid 30% by employee and 70% by employer for first year, 100% by employer thereafter until employment is interrupted. Premium varies with contract that is negotiated annually on November 1.

b. TIAA Disability: Eligibility for this benefit begins with the second year of employment. Premium variable, depending upon amount of earnings and amount paid to TIAA Retirement (range is approximately $3.25 to $7 each month for twelve months, payable in nine months). Available only to faculty and administration.

c. Educators Mutual Insurance: (Loss of time payment) Premium variable, depending upon amount of coverage and when coverage is to start. Available only to non-academic non-professional personnel not eligible for "b" above.

d. A tax sheltered annunity plan, through IDS Life Insurance Company, is available to those desiring such a plan. Arrangements are made directly with the IDS agent, who delivers to the Business Office the signed authorization for the salary reduction.

D. Leave

1. West Virginia Board of Regents Policy (BOR Amended Policy Bulletin No. 35, Section 1)

a. Annual Leave. It is the desire of the West Virginia Board of Regents that employees of the Board shall earn annual leave with the length of leave based on the level of position, responsibility, service, and other factors.

(1) Eligibility and Annual Allowance: Except as otherwise provided herein, employees of the West Virginia Board of Regents shall accumulate and receive annual leave with pay as follows:

(a) Major Administrators and Faculty with 12-month contracts shall be eligible for 22 days leave per year, calculated at the rate of 1.83 days per month from the date of employment.

(b) Junior Administrative and Professional Employees in certain non-academic salaried and regular hourly classes shall be eligible for 15 days leave per year, calculated at the rate of 1.25 days per month from the date of employment until the end of the 14th year of service. At the beginning of the 15th year of service these employees shall be eligible for 22 days leave per year calculated at the rate of 1.83 days per month.

(c) Semi-professional, Technical, Clerical, Maintenance, Service and other related classes shall be eligible for ten (10) days leave per year calculated at 0.83 days per month until the end of the eighth (8th) year; fifteen (15) days leave per year calculated at 1.25 days per month from the beginning of the ninth (9th) year of employment until the end of the fourteenth (14th) year; twenty-two (22) days leave per year calculated at 1.83 days per month from the beginning of the fifteenth (15th) year of employment for the duration of their employment.

(d) Terms of service described in "b" and "c" above shall be total service and does not require continuous service to fulfill the required terms.

(e) Employees working more than one-half time on a regular and continuous basis shall accumulate annual leave on a pro-rata basis.

(f) Annual leave shall not be accorded emergency or short-term employees or students employed on a part-time basis.

(g) A holiday occurring during an employee's leave period shall not be considered as a day of leave.

(h) Accumulated annual leave for continuing employees may be extended beyond that earned during a period of one year by written approval of the president, but in no case shall it exceed twice the amount earned in any twelve-month period.

(i) An employee is entitled to accumulated leave at termination of service, but in no case may this exceed the limits set in "h" above. Leave time may not be earned during a terminal leave period.

(2) Other Conditions.

(a) Annual leave at the request of the employee may be granted to an employee because of illness provided all earned sick leave has been used.

(b) Calculation of annual leave shall be based on years of service under the Board of Regents regardless of the location of the employee's work; however, accumulated leave cannot be transferred to a new institution without consent of the administrator of the new institution to which the employee is transferring or being reassigned.

(c) Annual leave shall be arranged to fit operating schedules. However, consideration should be given to an employee's request. Leave may not be taken before it is earned.

(d) In the event of an employee's death, accumulated leave will be credited to the employee's heirs or estate.

(e) Each institution under the Board of Regents shall keep on file a record showing classification of each employee and current leave status.

b. Military Leave. An employee who is a member of the National Guard or any Reserve Component of the Armed Forces of the United States shall be entitled to and shall receive a leave of absence without loss of pay, status, or efficiency rating, for all days in which engaged in drills or parades ordered by proper authority, or for field training or active service for a maximum period of thirty (30) calendar days in any one calendar year ordered or authorized under provisions of State Law. The term "without loss of pay" shall mean that the employee shall continue to receive normal salary or compensation, notwithstanding the fact that such employee may receive other compensation from federal sources during the same period. Furthermore, such leave of absence shall be considered as time worked in computing seniority, eligibility for salary increase, and experience with the institution. An employee shall be required to submit an order or statement in writing from the appropriate military officer in support of the request for such military leave. The terms of this policy shall not apply under the provisions of any Selective Training and Service Act, or other such Act whereby the President may order into active duty the National Guard and the Reserve Components of the Armed Forces of the Federal Government.

c. Leave of Absence Without Pay. A full-time regular employee upon application in writing and upon written approval by the institutional President, may be granted a continuous leave of absence without pay for a period of time not to exceed one year provided, if granted because of illness, all sick and annual accumulated leave have been used.

The President, at his discretion, may require the written approval of the supervisor before accepting the written application of an employee for a leave of absence without pay.

The President, at his discretion, shall determine if the purpose for which such a leave is requested is proper and within sound administrative policy.

At the expiration of leave of absence without pay, the employee shall be reinstated without loss of any rights unless the position is no longer available due to a reduction in staff caused by curtailment of funds or a reduced workload. Failure of the employee to report promptly at the expiration of a leave of absence without pay, except for satisfactory reasons submitted in advance, shall be cause for termination of employment by the institution.

d. Sick and Emergency Leave

(1) All full-time employees of the Board of Regents and employees who work more than one-half time on a regular and continuous basis, exclusive of major administrative and faculty personnel, shall be eligible to receive and accumulate sick leave with pay. Full-time employees shall accumulate sick leave with pay at the rate of 1.5 days for every employment month or a major fraction thereof. Part-time employees working less than one-half time, shall accumulate sick leave on a pro-rata basis.

(2) Sick leave with pay may be accumulated to a maximum of ninety (90) work days.

(3) Sick leave may be used by the employee when ill or injured, when a member of the immediate family is seriously ill or when death occurs in the immediate family. For the purpose of administering this leave policy, the immediate family is defined as: the father, the mother, son, daughter, brother, sister, husband or wife, mother-in-law, father-in-law, brother-in-law, sister-in-law, daughter-in-law, grandmother, grandfather, granddaughter, grandson, stepmother, stepfather, stepchildren, or others considered to be members of the household and living under the same roof.

(4) Disabilities caused or contributed to by pregnancy, miscarriage, abortion, childbirth, and recovery therefrom shall be, for all job-related purposes, temporary disabilities and shall be treated the same as any other off-the-job illness or disability would be treated for sick leave entitlement. For this reason, employees shall be entitled to sick leave for their disabilities related to pregnancy and childbirth on the same terms and conditions as they or other employees would be entitled for other illnesses and disabilities. In determining whether an employee is unable to work because of a disability related to pregnancy or childbirth the same criteria shall be used as would be used in the case of another type off-the-job illness or disability.

(5) Sick leave for more than five (5) consecutive days shall not be granted to an employee for illness without satisfactory proof of illness or injury evidenced by a statement of the attending physician or by other proof satisfactory to the institution. An employee having an extended illness or serious injury shall, before returning to duty, obtain medical clearance to help insure adequate protection.

(6) The institution may require evidence from an employee for verification of an illness or other causes for which leave may be granted under this policy, regardless of the duration of the leave.

(7) In any case where all accumulated sick leave has been used and annual leave is available, it shall be the option of an employee [1] to use any accumulated annual leave until it has expired rather than being removed from the payroll, or [2] to retain the accumulated annual leave for use after return to work, but be taken off the payroll immediately after the accumulated sick leave has expired.

(8) On-the-job injuries or occupational illnesses which involve no more than three (3) days of disability leave or absence from work shall not be charged against the employee's accumulated sick leave. If on-the-job injuries or illnesses require a leave beyond the three-day period, the employee may have the option of either of the following: [1] using earned and accumulated sick and annual leave until both may be exhausted and receiving any additional benefits adjudged to be due under the West Virginia Compensation Law; [2] reserving for future use any earned and accumulated sick and annual leave and receiving only Workmen's Compensation benefits for which adjudged eligible.

(9) An employee is required to notify his supervisor immediately if ill or unable to work for any reason. The notification shall be given to the immediate supervisor prior to the employee's normal starting time and should include the approximate length of absence. Following two written warnings, failure to report off from work shall be a basis for disciplinary action, which may include suspension, demotion or discharge.

(10) Students employed on a part-time basis through campus and federal work programs are not eligible for sick leave provisions.

(11) Accumulated sick leave may be transferred with an employee from one institution to another under the control of the West Virginia Board of Regents with approval of the President of the institution gaining the employee.

(12) Sick leave provisions are contingent upon continued employment. When the services of an employee have terminated, all sick leave credited to the employee

shall be considered ended as of the last working day with the institution and no reimbursement shall be provided for the unused sick leave. Employees who resign in good standing and are later re-employed may have their accumulated sick leave reinstated.

(13) Each institution shall maintain a sick leave record on each employee for computation, audit, and research purposes.

(14) Special emergency leave with pay may be granted by the President of the institution to those regularly employed in the event of extreme misfortune to the employee or the immediate family, provided annual leave is not available. The leave should be the minimum necessary, and in no case may it exceed five (5) days within any fiscal year. Typical events which may qualify an employee for such leave are fire, flood, or other events (other than personal illness or injury, or serious illness or death in the immediate family) of a nature requiring emergency attention by the employee.

e. Witness and Jury Leave. When, in obedience to a subpoena or direction by proper authority, an employee appears as a witness for the Federal Government, the State of West Virginia, or a political subdivision thereof, the employee shall be entitled to leave with pay for such duty and for such period

When attendance in a Court is in connection with an employee's usual official duties, time required in going and returning shall not be considered as absence from duty.

When an employee serves upon a jury, or is subpoenaed in litigation, the employee shall be entitled to leave with pay for such duty and for such period of required absence.

f. Leave Records to be Maintained by Each Institution. A complete leave record and file shall be maintained by each college and university for each employee. This record shall disclose at all times accrued leave as well as leave that has been used. The leave record and file for persons employed prior to February 1, 1974, shall include the signed statement of the employee giving notice of the leave policy elected by the individual.

## 2. Concord College Policy

a. Leaves of Absence for Faculty. Requests for leaves of absence should be made well in advance, preferably before February 1 of the previous academic year, to permit sufficient time to arrange replacement. Requests for leave are made to the chairman of the department and division, reviewed by the Vice President and Academic Dean and President, and if approved, presented to the Board of Regents for final approval. Board approval obligates the College to reappoint the individual at the end of the year of leave, and the obligation also is recognized to give at least the same consideration in regard to salary as if employment had continued.

In requesting and accepting a leave of absence, the faculty member has a moral obligation to return at its completion. The letter of request should indicate plans for the leave and also affirm intention to return.

b. Sabbaticals for Faculty. The Board has authorized the College to grant sabbatical leave to any faculty member with six years of service, at one half salary for an academic year, or at full salary for one semester. No special funds have been provided for this purpose, but eligible members are encouraged to consult the chairman and the Vice President and Academic Dean about their plans, and efforts will be made to facilitate such leaves for well developed and justified plans, to the extent that funds and replacement arrangements make possible. Acceptance of sabbatical leave incurs an obligation to return to the College for a period of three years.

c. Non-Sabbatical Assistance. The College is not authorized at this time to extend financial assistance to members with less than six years of service for study during leave. The administration will support a policy of assistance to members of the faculty on planned programs to complete terminal degrees, if authorization and funds from the Board of Regents should permit, to the extent possible.

## E. Travel

Travel for professional instruction and contacts is encouraged within the limits set by class obligation and the amount appropriated for travel in the budget. When a faculty member represents the College at a meeting, as in travel he is requested by the College to undertake, or other activity judged to be on behalf of the institution, full expenses are reimbursed in the categories permitted by State regulations. Professional travel which benefits the faculty member primarily, and the College through him, such as attendance at regional or national association meetings, is assisted with partial reimbursement to the extent that funds are available.

Travel out of the State must have prior authorization by the Governor's Office, so requests should be made to the departmental or divisional chairman three or four weeks in advance. Department chairmen and division chairmen should be consulted about travel requests. Since the dates of major meetings often are known in advance, it is helpful in estimating travel allocations to have requests for significant expenditures early in the academic year. Out-of-State travel not exceeding $25 total expenditure will not require approval of the Governor's Office, but will require clearance of the department or division head and the Vice President and Academic Dean. The usual request for taking a State vehicle out of the State must be processed, however.

Each division chairman retains a copy of the most current travel regulations and individual faculty members should consult with their division office for specific information.

1. Approval Procedure. Request forms are filled out by the faculty member seeking reimbursable travel and sent to the Office of the Vice President and Academic Dean through the divisional chairman, who recommends the amounts to be allowed for transportation and other expenses and signs if he endorses the request. In setting the amounts, the divisional chairman must consider the total amount available for travel in his division as established in planning for use of the College travel funds each year. He also will consider the purpose of the trip, the kind of participation, and so forth, and other requests which have been made or are anticipated in the division during the year. It also is his responsibility to check the classes affected and arrangements for these.

For in-State travel, when more than one person is travelling to the same meeting in the same car, a single request (green form) may be used for all. Out-of-State travel (white form) requires approval by the Governor's Office and requests should be made to the Vice President and Academic Dean's Office three to four weeks in advance of departure date to allow sufficient time for this approval. The faculty and staff members concerned will be notified by the Vice President and Academic Dean when this request has been sent to the appropriate office in Charleston.

When final approval has been received from the State office by the Office of the Vice President and Academic Dean, copies of the approved form will be sent to the faculty or staff member concerned and to the Office of Physical Plant and Security when a State vehicle is involved. This approval verifies receipt of State authorization, gives the amounts approved, and other information for all concerned. This procedure is utilized for both in-State and out-of-State travel requests.

2. Use of State Vehicle. Transportation within the State ordinarily should be by State car. Gasoline for such trips is not charged against the total for the division or department when provided with the car, or through the Department of Highways garages, or the credit card issued with the car. Turnpike tolls, however, and any cash gasoline purchases, require reimbursement through an expense voucher, with receipts, and these are charged to divisional or departmental travel accounts.

If a State car is travelling to the meeting or destination requested, with room to accommodate all faculty members requesting travel, separate transportation will not be reimbursed except where there is a difference in the days to be spent by the faculty members.

Whenever a person not employed by the College or some agency of the State, and not a Concord student on an authorized trip, rides as a passenger in a State car, the full liability is assumed by the driver of the car.

All cars, for whatever purpose, must be reserved through the Office of the Director of Physical Plant and Security.

With few exceptions all vehicles will be assigned on a "first come first serve basis." However, if there are more requests on one day than there are vehicles, the requests involving the greater distance to be travelled will be honored. All requests should be made at least one week in advance of the trip. Any person whose reservation should have to be denied in favor of another trip of much greater distance will be notified as early as is practical.

The use of credit cards is in many cases essential to travel; therefore, it is necessary that they be returned to the Director of the Physical Plant and Security immediately upon return to the Campus. Persons found to be uncooperative may be denied the use of a credit card.

In all instances where vehicles are taken out and are due back at a specific time, unless there is an emergency of some kind, the car must be returned at the time designated. In all cases vehicles must be returned to the Campus immediately upon return from the destination. This provides the opportunity for maximum use of the vehicle.

If a vehicle is taken without proper authorization, then that person shall not have future requests honored and may be apprehended for theft. In any such case, the individual will be personally libel for any claims of damage resulting from the operation of that vehicle.

3. Other Transportation. Ordinarily, the maximum amount reimbursable is measured by the shortest round-trip air fare to the destination. Ticket receipts are necessary.

4. Other Expenses. Receipts are necessary for lodging and for all registration fees. Registration fees must be supported by receipt and are limited to $50 unless prior approval has been granted by the Governor's Office. The cost of each meal must be listed, with a daily total not exceeding $15 out of State. For trips in State, the total for meals is $9 each day.

5. Expense Vouchers. The Governor's Office requires all financial settlements for approved travel to be completed within thirty days after the return. Reimbursement may be made only within the limits set for State agencies, upon submission of a properly made expense voucher (five copies) through the Office of the Vice President and Academic Dean.

Travel must be performed to a point at least twenty-five miles away from the College by the most direct route before reimbursement for meals will be authorized. Travel via a circuitous route to a point less than twenty-five miles away does not qualify.

When reimbursement for meals is claimed on the expense account, each city visited must be listed; and mileage must be recorded, whether via State car or private car.

## F. Equipment

Items of equipment needed by faculty members are purchased from allocations made to the division. The request for purchase may be initiated by the faculty member, but it must be approved by the chairman of the division.

Once equipment has been purchased, it is placed on the inventory records of both the College and of the State. The equipment is signed for when delivered to the division and, thereafter, it is the responsibility of the chairman. Equipment may not be moved from its stated location without the filing of proper forms, available in the Office of the Vice President and Academic Dean.

One form is designed for moving equipment and furniture within the division; a second form (different in color only) is designed for moving equipment and furniture between divisions or offices. The latter move requires approval by the Vice President and Academic Dean.

Equipment may not be removed from State property. It is not permissable to take equipment home for use or experimentation.

## G. Teaching Off Campus, Other Off-Campus Commitments

Teaching courses off the Campus is possible both through the undergraduate courses from Concord and other area schools, and through a cooperative arrangement with the West Virginia College of Graduate Studies. Faculty members can not receive compensation for such teaching in addition to their regular salaries if such teaching is at a public institution while they are under full time contract to Concord College.

Any agreement by a member of the faculty to accept an obligation with an agency outside the College, which will run for an extended period of time, first must be cleared through the departmental or divisional chairman and then the Vice President and Academic Dean.

## H. Courses for Audit or Credit

Faculty members, or members of their immediate family, can audit courses at the College without charge or formal registration, by making the proper arrangements with the course instructor. Any courses taken for credit require regular admission and fees.

## I. Cultural and Athletic Events

All College-sponsored athletic and cultural events are free to members of the faculty and their families. Complimentary tickets normally are made available and should be obtained from the appropriate ticket office during the week preceding the event.

## J. Copy Work for Research Materials

The College makes the copying machine in the College Duplicating Office available to faculty and staff who are writing theses, dissertations, and research materials to be submitted for publication. The only charge to faculty and staff is that which is necessary to cover actual costs to the College as determined by the Business Manager.

The procedure for faculty wanting such services is:

1. A request in writing is made to the Division Chairman.

2. The Division Chairman will submit the request and his recommendation to the Vice President and Academic Dean.

3. Upon approval, the Business Manager will contact the faculty member to make arrangements for scheduling the copying machine and for the payment of the fee.

4. The faculty member will do his own copying work. The fee does not include the time of the operator.

## K. Library

Faculty members may use the library to the fullest extent in meeting their instructional, research, and recreational needs. Most materials may be borrowed for a period of one semester.

Materials may be placed on reserve for a particular designated period of time as desired by the faculty member.

As more nonbook materials (that is, cassettes, films) are added to the collection, an omnimedia card catalogue will be developed. As a result of the reclassification of materials from the Dewey Decimal system to the Library of Congress scheme, union card catalogues are being developed in the Concord College.

Currently, library materials in the Bluefield State College Library are available to the Concord College faculty and may be borrowed under the same circulation regulations as imposed by the Concord College Library. A van transports materials between the two libraries on a regular schedule; thus, faculty members can be assured of getting materials from the Bluefield State College Library at an anticipated time.

The Library offers the following services to the faculty upon request: basic walk-through tours, general reference lectures, subject orientations, reference and research guides, orientation for specific assignments, assignment guides, and reference assistance. Greater emphasis is being placed on the improvement of readers' services to enable the students and faculty to obtain maximum utilization of the Library's collections. Since a large portion of library usage by the students is instigated by the classroom instructor, the instructor should feel obliged to increase the circulation of library materials related to his department.

Faculty members are encouraged to assist with the judicious selection of materials. Selection aids (that is, Choice cards and publishers' blurbs) are sent to the faculty by the Library as a means of keeping abreast with current publications in the various disciplines. Each academic department receives an annual library book allotment which normally is coordinated by a faculty library representative. In addition to participating with the selection of the department's library materials, faculty members may engage in the selection of current fiction and recreational reading materials.

A constant effort is being made to improve all services offered by the Library. Cost analyses, operations research, and utilization effectiveness studies are underway in order to enhance the services offered and performed in the Library. A Library Committee representing the various divisions and the student body serves in an advisory role to the Director of the Library and Media Services. All faculty members are encouraged to offer recommendations which would improve library services.